

DEPARTMENT OF DEFENSE APPROPRIATIONS FOR FISCAL YEAR 2016

WEDNESDAY, APRIL 29, 2015

**U.S. SENATE,
SUBCOMMITTEE OF THE COMMITTEE ON APPROPRIATIONS,
Washington, DC.**

The subcommittee met at 9:04 a.m., in room SD-192, Dirksen Senate Office Building, Hon. Thad Cochran (chairman) presiding.

Present: Senators Cochran, Murkowski, Blunt, Daines, Moran, Durbin, Leahy, Tester, Udall, and Schatz.

DEPARTMENT OF DEFENSE

NATIONAL GUARD AND RESERVE

STATEMENT OF GENERAL FRANK J. GRASS, CHIEF, NATIONAL GUARD BUREAU

OPENING STATEMENT OF SENATOR THAD COCHRAN

Senator COCHRAN. The Subcommittee on Defense Appropriations of the United States Senate will come to order.

Our hearing this morning will review the budget request for the National Guard and Reserve for fiscal year 2016.

We are very pleased to welcome the Chief of the National Guard, General Frank Grass; the Director of the Air National Guard, Lieutenant General Stanley Clarke; the Director of the Army National Guard, Major General Timothy Kadavy; Chief of the Army Reserve, Lieutenant General Jeffrey Talley; Chief of the Naval Reserve, Vice Admiral Robin Braun; Chief of the Air Force Reserve, Lieutenant General James Jackson; and Marine Forces Reserve Commander, Lieutenant General Richard Mills.

The Guard and Reserve provide vital support to our homeland defense and Overseas Contingency Operations. They are integral in maintaining our national security interests.

Since 2001, the Reserve components have evolved from a purely strategic force in Reserve to a strategic and operational Reserve. In this role, they maintain a high state of readiness in the event they are called to duty.

Funding for the Guard and Reserve, which is contained within the budget request of the Army, Navy, Air Force, and Marines, totals \$46.7 billion for fiscal year 2016. The request is \$1.7 billion more than the current level of spending. Despite this modest increase, the future readiness of the Guard and Reserve remains in jeopardy. The uncertainty of the fiscal environment and the evolv-

ing requirements of mobilized guardsmen and reservists at home and abroad continue to challenge all of us.

PREPARED STATEMENT

In times of fiscal and global uncertainty, we must keep the needs of the total force in mind.

The men and women who serve in the Guard and Reserve have done an outstanding job of answering the call while managing civilian careers in many cases. I look forward to hearing about their successes and challenges from today's distinguished panel of witnesses.

[The statement follows:]

PREPARED STATEMENT OF CHAIRMAN THAD COCHRAN

The subcommittee will come to order. Our hearing will review the budget requests for the National Guard and Reserves for fiscal year 2016. We are pleased to welcome: Chief of the National Guard, General Frank Grass; Director of the Air National Guard, Lieutenant General Stanley Clarke; Director of the Army National Guard, Major General Timothy Kadavy; Chief of the Army Reserve, Lieutenant General Jeffrey Talley; Chief of the Navy Reserve, Vice Admiral Robin Braun; Chief of the Air Force Reserve, Lieutenant General James Jackson; and Marine Forces Reserve Commander, Lieutenant General Richard Mills.

The Guard and Reserve provide vital support to our homeland defense and in overseas contingency operations; they are integral in maintaining our national security interests. Since 2001, the Reserve Components have evolved from a purely strategic force in reserve, to a strategic and operational reserve. In this role, they must maintain a higher state of readiness in the event they are called to duty.

Funding for the Guard and Reserve, which is contained within the budget requests of the Army, Navy, Air Force and Marines, totals \$46.7 billion for fiscal year 2016. The request is \$1.7 billion more than the current level.

Despite this modest increase, the future readiness of the Guard and Reserve remains in jeopardy. The uncertainty of the fiscal environment and the evolving requirements for mobilized Guardsmen and Reservists at home and abroad continue to challenge all of us.

In times of fiscal and global uncertainty, we must keep the needs of the total force in mind. The men and women who serve in the Guard and Reserve have done an outstanding job of answering the call while managing civilian careers. I look forward to hearing about their successes and challenges from today's distinguished panel of witnesses. Your full statements will be included in the record.

I am pleased to yield to the distinguished Vice Chairman, Senator Durbin.

Senator COCHRAN. Your full statements will be included in the record, and I'm pleased to yield to our distinguished chairman, Senator Durbin, my good friend, for any comments he might have at this point.

STATEMENT OF SENATOR RICHARD J. DURBIN

Senator DURBIN. Mr. Chairman, thanks a lot. I apologize for being a few minutes late. In the interest of time, I am going to ask my opening statement be made part of the record, so we have plenty of time with the witnesses.

Senator COCHRAN. Without objection, it is so ordered.

[The statement follows:]

PREPARED STATEMENT OF SENATOR RICHARD J. DURBIN

Mr. Chairman, I am pleased to join you in welcoming our witnesses to our hearing to discuss the fiscal year 2016 budget for the National Guard and Reserve.

Just like their active duty counterparts, we owe our Guardsmen and Reservists a special debt of gratitude. Our citizen-soldiers continue to distinguish themselves

as an integral part of our national defense, deploying seamlessly around the globe at the high operational tempos of the post 9/11 years.

The National Guard also plans a critical leadership role in their communities and State, responding when called upon to help with natural disasters and other unforeseen events.

In Illinois, our Guard and Reserve units do everything from providing senior leadership transportation and mid-air refueling, to repairing jet engines and supporting combat air operations, serving from all corners of the State. We can't thank them enough for their tireless efforts.

We must figure out the best way to leverage the strengths the Guard and Reserve bring to the fight post-Iraq and Afghanistan and in an era of declining budgets.

This is the task that Congress gave to the National Commission on the Future of the Army last year. It is important for us to fully understand the dynamics of the current debates around force structure and end strength—most notably discussed as part of the Army Aviation Restructure Initiative—as the Commission begins its work. I look forward to advancing that conversation today.

I also hope to learn more about the Guard and Reserve role in our Cyber defense operations. The ever-changing nature of the technological threats we face makes it essential that we maximize our Guard and Reserve Cyber capabilities efficiently and effectively in the weeks, months and years ahead.

We look forward to hearing your thoughts on all of these issues. Thank you for your testimony this morning and for your service to our country.

Senator COCHRAN. Well, you may proceed in the following order, I am told: General Frank Grass, Lieutenant General Stanley Clarke III, Major General Timothy J. Kadavy, Lieutenant General Jeffrey W. Talley, Vice Admiral Robin Braun, Lieutenant General James Jackson, and Lieutenant General Richard P. Mills.

General Grass, you may proceed.

SUMMARY STATEMENT OF GENERAL FRANK J. GRASS

General GRASS. Chairman Cochran, Vice Chairman Durbin, distinguished members of the subcommittee, it is a pleasure to be here today to represent the more than 455,000 men and women of the National Guard, and the families, communities, and employers who support them.

I understand that we are very pressed for time today, due to the upcoming joint session of Congress, so I will keep my comments very brief.

I would be remiss, though, if I didn't mention the great work by the Maryland National Guard Army and Air 2000 that rolled out Monday night and Tuesday to support the first responders in Maryland. So I salute them this morning.

I know this committee is keenly aware of the challenging fiscal and security environment facing the Nation. With this turbulence, I am concerned that, under sequestration, the Nation will have its smallest National Guard since the end of the Korean War, despite the American population roughly doubling in this time.

PREPARED STATEMENT

This same force is needed to respond to the needs of the Governors at a time the Army and Air Force is drawing down and will rely more heavily on an operational Reserve to accomplish combatant command missions. Continued modest investment in training, manning, and equipping will maintain the readiness of your National Guard as a combat Reserve of the Army and Air Force.

We are tremendously appreciative of this committee's support to the Guard, and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF GENERAL FRANK J. GRASS

OPENING REMARKS

In this time of uncertainty where national and global security challenges are intertwined with fiscal constraints, the National Guard stands ready to meet these challenges and open a new chapter in its long and proud history. This new chapter begins with a National Guard that is accessible, responsive, and capable.

A strategic transition is underway—a necessary transition driven by constrained resources after over 13 years of sustained combat operations. While we must deal realistically with budget limits and a volatile global landscape, we must always ensure that we are ready to do the three things we do extraordinarily well: fight America's wars, respond in the homeland, and build partnerships.

FIGHT AMERICA'S WARS

Since 9/11, the Army National Guard and Air National Guard have met every deployment requirement assigned to them, with the broadest mission sets possible. From Brigade Combat Teams conducting counterinsurgency operations and Combat Aviation Brigade deployments, to expeditionary Wings operating around the world, as well as non-standard units such as Agribusiness Development Teams, we have worked seamlessly with our active component counterparts. With nearly 770,000 individual overseas mobilizations, the National Guard has proven, time and time again, that we are and will remain ready if properly resourced.

Our ability to meet all contingencies at home and abroad while enabling security around the world is no small task. For more than a decade of combat, our Guardsmen have fought alongside our active component counterparts with distinction and valor. Their capabilities are a testament to the years of training and investment America has put into the National Guard to be a vital part of the on-demand force for the Nation. Our Guard has gained the trust of the American people. This trust was earned through hard work and sacrifice of our Soldiers and Airmen.

RESPONDING IN THE HOMELAND

The National Guard has a special role as the original homeland security and defense force. Using our unique array of authorities, we respond to the needs of the Nation and the States. The National Guard is positioned in nearly 3,000 communities to provide an immediate response to local, State, and national emergencies as well as ongoing domestic missions. Close ties with the States and local communities enable the National Guard to play a significant role in domestic emergencies.

Whether responding to natural disasters such as severe storms, wildfires, and hurricanes or man-made threats to the homeland, the National Guard is the first military force to reach the scene, working hand-in-hand with State and local leaders and emergency personnel when called by the governor.

BUILDING GLOBAL AND DOMESTIC PARTNERSHIPS

The National Guard also strengthens and sustains partnerships on a daily basis. One of our greatest strengths is our close cooperation, built on trust, with our local, State, Federal, and global partners. Programs such as the State Partnership Program (SPP), pairing individual U.S. States with partner nations has paid huge dividends in establishing long-term security and personal relationships. These enduring partnerships stand as some of the strongest security partnerships in the world. For a small cost to our taxpayers, the SPP delivers strategic benefits by providing training, sharing military and homeland defense expertise, and encouraging partner nations to participate in coalition operations. Beyond budget pressures, SPP has contributed to the U.S. efforts to counter anticipated and unanticipated global threats as they emerge and has fostered personal relationships with defense leaders around the world.

These partnerships and personal relationships in strategic regions around the world have proven invaluable. Whether conducting co-deployments with state partners on coalition operations or foreign defense leaders reaching out directly to state partners during contingencies or times of crises, the strategic impact of the SPP has been remarkable.

With the ongoing success of the SPP, we look forward to expanding the program beyond the current 74 countries. The National Guard will continue to collaborate closely with the Department of Defense, combatant commands, and the Department of State in addressing future challenges, and maintaining the goodwill we have established with our partner nations.

PROVEN AND COST-EFFECTIVE FORCE

The Department of Defense faces tough decisions in this time of limited budgets and must rethink its strategies and make decisions on how to balance readiness with force capacity. The National Guard is a proven option that allows for rapid, cost-effective and seamless expansion of active component forces. This scalability preserves capability and capacity rather than forcing the Nation to choose between them. As the military draws down, the advantages of the National Guard become obvious. We stand as a hedge during this time of uncertainty and provide reversibility when needed in the future. The National Guard provides this capability while saving the Nation significantly on personnel costs—costs that can be reinvested for modernization and readiness.

I am confident in the National Guard's ability to meet the Nation's demands in wartime and peacetime, at home and abroad. However, retaining all of the advantages of today's National Guard into the future requires maintaining the readiness of the National Guard. This is accomplished through operational use, relevant training, and continued investment in modernization and recapitalization. Preserving a fully operational Army and Air National Guard is imperative to meet the future challenges our Nation faces.

As the combat reserve of the Army, we must ensure that our Army National Guard maintains a balanced force that is organized to conduct the full spectrum of missions and has the level of support to maintain base line levels of readiness. To maintain these levels of readiness the National Guard must conduct dynamic training, such as Combat Training Center rotations and exercises. We must also employ units to achieve the necessary operational experience and leadership development. This includes predictable, rotational deployments that enable us to maintain the combat tested proficiency we have gained over the past decade.

The Air National Guard, Air Force Reserve, and U.S. Air Force continue to work together to create the Total Air Force capable of meeting our domestic and global security requirements, both today and in the future. The Air National Guard's part of the Total Force plan includes hosting active component Airmen in active associate organizations to help build the Total Force experience base. It also includes transitioning units to a broader range of high-priority missions in Intelligence, Surveillance, and Reconnaissance (ISR) such as Remotely Piloted Aircraft (RPA) as well as cyber missions.

Choosing to resource the National Guard leverages the tremendous value that the Guard provides America, with a force ready at a moment's notice for domestic missions and proven, capable Soldiers and Airmen for overseas combat operations. When not activated, this immense capacity comes at about one-third the fully burdened and life-cycle costs, per capita on average, of an active component service member.

CLOSING REMARKS

The foundation of the National Guard is our people—its units, families, communities, and employers. It has been our families and communities that have sustained us over the past decade of multiple deployments and sacrifices. We must continue to keep faith with our force, our families, and our neighbors. We will honor our fallen patriots and wounded warriors by supporting their families and helping them re-integrate into their communities.

The National Guard will strive to continue to foster positive environments that are free from abuse, harassment, and discrimination and develop resilient Guardsmen and families. We must ensure that we are moving in the right direction. The Nation's investment in developing healthy Guardsmen and families through a wide array of resourced, accessible, and effective programs is greatly appreciated.

Our Nation will undoubtedly face significant domestic, global, and fiscal challenges in the future. The National Guard will strive to meet these challenges by providing our Nation an accessible, responsive, capable, ready, and affordable force. We will continue to bring needed capabilities to both the Nation and to communities through our unique array of State and Federal authorities. The National Guard is woven into the fabric of our Nation through communities everywhere, ready and willing to transform from civilians to Guardsmen on a moment's notice.

I want to thank this Committee for your continued support of our Citizen-Soldiers and Airmen. I look forward to your questions.

STATEMENT OF LIEUTENANT GENERAL STANLEY E. CLARKE III, DIRECTOR, AIR NATIONAL GUARD

General CLARKE. Good morning. On the 10th of April, 19 days ago, Alaska Air National Guard members saved the lives of three climbers in the hills and mountains of Alaska in austere conditions. We had hurricane force winds, whiteout conditions. I imagine the temperatures were subfreezing. They did this with the dual-purpose equipment that you all have authorized for us to do the homeland mission and the overseas mission, the warfighting mission.

On that same day, we performed nearly 100 percent of the air defense mission over the United States. On that same day, we had fighter squadrons deployed to Japan, Korea, Europe, and Kuwait, fighting the ISIS (Islamic State of Iraq and Syria) threat. We also, on the same day, had members of the air mobility community deployed around the group on every continent, with the exception of Antarctica. It just got too cold to stay there, because we do that mission, too—and agile combat support and cyber and ISR (intelligence, surveillance, and reconnaissance).

PREPARED STATEMENT

The heartbeat of the operational Reserve beats in the chest of the Air National Guard. I wanted to let you know that behind that are a lot of civilian employers and family members, and I am proud of all of them.

I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL STANLEY E. CLARKE III

During a period of continued fiscal uncertainty, this past year demonstrated the Air National Guard's value to the Nation. The men and women of the Air National Guard overcame the pressures of starting the fiscal year under the cloud of civilian furloughs and government shutdowns while continuing to meet the demands of Overseas Contingency Operations. Continuing a process that began in fiscal year 2013, several units have transitioned into new mission areas such as cyber and remotely piloted aircraft while many others will undergo conversions over the next couple of years. We must prepare our force to meet the challenges of a complex and new world. Our Air Force needs a strong and ready Air National Guard.

This presentation provides an overview of the past year, focusing primarily on the Air National Guard's contribution to the national defense strategy, followed by a look into the future, including areas where we solicit your continued support.

The National Guard, including the Air National Guard, is unique in its contribution to the three pillars of the defense strategy—Protect the Homeland, Project Power and Win Decisively, and Build Security Globally. The inherent characteristics of the National Guard are foundational for its responsibilities to local, State, territorial, and Federal authorities. Its cost-effective citizen Airmen and Soldier construct, underpin the unique qualities the National Guard brings to the table with its Balanced Strategy—A Proven Choice for the Warfight, A First Choice for Homeland Operations, and An Enduring Choice for Security Cooperation and Building Partnerships.

THE AIR NATIONAL GUARD—ALWAYS ON MISSION

A Proven Choice for the Warfight

National Guard Airmen have participated in every American conflict since the Mexican border emergency of 1916, but when the Guard members of the Nevada Air National Guard's 152nd Tactical Reconnaissance Group deployed to Shaikh Isa Ba in August 1990 to support Operation DESERT SHIELD, little did they know they were on the vanguard of redefining the Air National Guard and its contribution to 24 years of continuous combat operations. Since then, the Air National Guard has evolved from a strategic reserve, called upon primarily during national emergencies, to an essential partner in the Total Air Force. Today's Air National Guard, in addi-

tion to providing a reserve surge capacity, contributes daily to the U.S. Air Force commitment to Global Vigilance, Global Reach, and Global Power in all five core missions: Air & Space Superiority; Intelligence, Surveillance, & Reconnaissance; Rapid Global Mobility; Global Strike, and Command & Control.

Last year Air National Guard men and women filled nearly 11,000 Combatant Commander requests for support. Additionally, Guard Airmen defended the skies over our homeland and supported their deployed brethren through U.S.-based “reach-back” capabilities including remotely piloted aircraft operations and intelligence analysis. Air Guard contribution to Overseas Contingency Operations peaked in March 2003 at 24,301, and the men and women of your Air National Guard continue to respond to the country’s security requirements. There were 5,413 Guard Airmen on mobilization orders in December 2014, 65 percent as volunteers.

Throughout our history, Guard Airmen have volunteered for routine or non-emergency missions augmenting the Regular Air Force in performing daily operational missions. In 2011, Congress enacted a new mobilization authority, 10 USC 12304b, authorizing the Secretary of Defense to mobilize reserve forces for other than war or national emergency. This new mobilization authority provides “predictability” to our Guard Airmen, their families, and employers. It also “guarantees” the Reserve Components will be there—where ever “there” may be—when needed. Guard Airmen left on their first 10 USC 12304b non-contingency deployment in January 2015. They will be augmenting the U.S. Air Force by providing forward presence and assurance to the nation’s security partners.

The men and women of your Air National Guard recognize the “New Normal.” They understand that being in the Guard is no longer just training for the next big war. It means defending American interests both at home and overseas, 365 days a year. It means regularly leaving home, family, and civilian jobs behind for the frontlines of America’s defenses.

A First Choice for Homeland Operations

When not helping to provide “forward defense,” Air Guard members are manning the last line of defense here at home; what we call “Domestic Operations.” I put Air Guard Domestic Operations into three broad categories:

- First, the things we do every day to defend the homeland;
- Second, protection of life and property; and
- Third, preparing for the unthinkable.

As is well publicized, the Air National Guard is the primary U.S. force provider to NORAD for the defense of U.S. airspace. Air Guard units man 15 of the 16 fighter alert sites around the continental U.S. and Hawaii, as well as command and control facilities, and many aerial refueling alert sites. Today there are about 950 Guard Airmen supporting Aerospace Control Alert (ACA) operations.

In addition to the ACA mission, the Guard Airmen support law enforcement agencies in Counter Drug Operations and Southwest Border Protection Operations—Primarily with Intelligence, Surveillance and Reconnaissance and logistics support. The numbers vary daily, but there are about 300 Guard Airmen supporting the U.S. Drug Enforcement Agency and another 10 to 20 assisting the U.S. Customs and Border Protection Service along the southwest border.

Air National Guard Domestic Operations includes protecting life and property. When a governor or the President “calls out the Guard” it is not just the Army Guard. At the end of 2014, there were 88 Guard Airmen in State Active Duty status helping with winter storm recovery in New York and Massachusetts, including civil engineers, security forces, civil response liaison personnel, and command & control. There are 27 ANG members on Hawaiian State Active Duty supporting the Puna Lava Flow response.

Specially equipped C-130 units frequently augment the U.S. Forest Service and local responders in fighting forest fires. Last year, ANG Modular

Aerial Fire Fighting units dropped approximately 2.273 million pounds of fire retardant on U.S. wildfires. Last summer, an MQ-1 Predator from the California Air National Guard demonstrated the dual-use flexibility of the Air Guard by providing enhanced situational awareness to fire fighters battling the Rim Fire.

Air National Guard Search and Rescue units in Alaska, California, and New York provide around-the-clock coverage for domestic joint military operations. They augment U.S. Coast Guard and other search and rescue operations. They were credited with many dramatic “saves” last year, including the rescue of a sick 1-year-old girl and her family from their disabled sailboat off the Mexican coast last March.

The third category of Domestic Operations is preparing for the unthinkable. More than 70 percent of Defense Department’s chemical, biological, radiological, nuclear (CBRN) response capability resides in the National Guard. The Guard provides Joint Army and Air teams that respond to potential CBRN incidents to determine

the agent and assess the hazard, conduct search and rescue operations, decontaminate personnel and equipment, and provide emergency medical support. For example, in January and February 2014, 274 Guard Airmen of the 130 Airlift Wing, West Virginia Air National Guard, assisted with water distribution and health & wellness checks following the chemical contamination of Elk River.

At the core of the National Guard's Domestic Operations capabilities are relationships—long and enduring relationships. When a disaster strikes is not the time to be introducing yourself to the local police and fire chiefs, or the State disaster response coordinator, the Regional FEMA Director, or their local Red Cross coordinator. Because a core strength of the National Guard is its assignment stability, it is likely that local Guard leadership not only knows the local civic leaders and first responders, but went to school with them, and have participated in numerous local disaster response exercises together.

What makes the National Guard uniquely effective in providing support to civil authorities is its 378-year history of volunteering to protect and defend their communities—defending their local communities is in the Guards' DNA—and so is relationship building within these communities.

An Enduring Choice for Security Cooperation and Building Partnerships

The men and women of our Air National Guard also contribute to the third pillar of the national defense strategy—Building Security Globally. Over the past 20 years, the National Guard has evolved into an in-demand, low cost, high impact security cooperation partner of choice for the Department of Defense with participation in such activities as the State Partnership Program, Foreign Military Sales training, and training exercises that assist in shaping our international environment and build partner capacity. Furthermore, the National Guard extends security cooperation at home via partnerships with both Department of Defense (DOD) and non-DOD organizations and agencies such as the Federal Aviation Agency, U.S. Customs & Border Protection, Immigration and Customs Enforcement, and State and local first responders.

Air Guard units in Missouri, Rhode Island, Arizona, and Mississippi invested over 2½ million man-days training foreign air force personnel to fly and maintain C-130s, F-16s, and C-17s, and teaching Advanced Airlift Tactics to C-160 crews. Guard Airmen traveled to 21 countries last year conducting military training and assisting our defense partners in other ways. For example, Utah and Arizona Air Guard members conducted in-country Helmet Mounted Cueing System training with the Moroccan Air Force, Guard KC-135 units provided air refueling support for NATO AWACS training, and Wyoming C-130 crews support Italian Army parachute training—to name just a few.

Guard Airmen are integral to the National Guard State Partnership Program. The State Partnership Program is an innovative, low-cost, small footprint DOD security cooperation program administered by the National Guard. The program pairs state National Guard units with the armed forces of partner countries in a cooperative, mutually beneficial relationship. While managed by the National Guard Bureau, Partnership Program activities must meet DOD, COCOM, and State Department objectives for the partner countries. These activities are as varied as the partner countries.

Members of the Vermont Air National Guard, Explosive Ordnance Disposal (EOD) unit, trained the Senegalese military in landmine detection and removal—a particularly pertinent problem in Senegal. Guard Airmen then taught the Senegal Ministry of Defense how to setup and run their own landmine detection and removal training program.

Air Guard members have helped partner countries setup noncommissioned officer (NCO) academies, improve their airport security and airbase operations, evaluate their cyber defenses, and improve their medical services and emergency medical team capabilities. Last July, West Virginia Guard members spent 6 days helping the Peruvian government prepare an emergency humanitarian response plan and exercise—a core competency of the National Guard.

There are two critical components to the State Partnership Program. The first is oversight—cooperative involvement of the partner states, the Department of Defense, the Department of State, the regional COCOMs, and State National Guard leadership. These events are well planned and well-coordinated to meet the objectives of the numerous constituencies involved.

Second, the foundation of the program is enduring relationships. In the same way that the National Guard uses its stable personnel policies to build relationships within its local communities, the Guard builds enduring relationships, military-to-military and military-to-civilian relationships with its State Partnership Program partners. To quote General Rodriguez, U.S. AFRICOM Commander, "We have eight

states that are in the State Partnership Program. They perform a great role in building relationships as well as building capacity of our partners.”

SUSTAINING THE AIR NATIONAL GUARD

The men and women of our Air National Guard have accomplished great things since 1990 and Operation DESERT SHIELD. Their transformation from a Cold War era strategic reserve to a 21st century force capable of maintaining a long-term rotational combat operations tempo has been unprecedented and would not have been possible without the support of the Air Force and Congress. We must ensure this capability is not lost; we must not condemn the next generation of Airmen to relearn the lessons of past post-war drawdowns. We must sustain the Air National Guard capabilities within the National Guard’s Balanced Strategy through the dedicated efforts of each Guard Airmen in concert with the U.S. Air Force, the Department of Defense, and Congress. I have three priorities for sustaining the gains we have made and for ensuring the Air National Guard continues to meet the needs of the Nation:

- Supporting our Guard Airmen, their families, and their employers;
- Seamless integration within the Total Air Force; and
- Preparing for and bridging the gap to recapitalization.

Personnel

The fiscal year 2016 President’s Budget includes an increase in Air Guard end-strength from 105,000 to 105,500 or in budget terms, from \$3,118,700 to \$3,222,500. The increase will help with the beddown and standardization of new, priority missions including cyber, intelligence, and remotely piloted aircraft (RPA).

Our Airmen are our most valuable and treasured assets upon which our success depends. Our Airmen, together with their families and employers, remain our first priority, especially in these times of uncertainty and change.

Sexual Assault Prevention and Response Program (SAPR). Every sexual assault incident taints our Core Values and destroys unit morale—it must be eliminated. The Air National Guard’s SAPR Program is composed of five parts: prevention, advocacy, investigation, accountability, and assessment.

—*Prevention.* Acknowledging the problem and educating everyone in the organization of the problem is the first step. In January 2010, the Air Force launched an extensive education program to ensure every Airman understands the problem and knows what is expected of him or her as Air National Guard professionals.

—*Advocacy.* In January 2013, the Air National Guard implemented a Special Victim’s Counsel Program. This Program provides advice to victims on the investigative and military justice processes, victims’ rights protections, and empowers victims by removing barriers to their full participation in the military justice process.

—*Investigation.* The National Guard has opened an Office of Complex Investigations composed of Guard members with previous criminal investigation training and special sexual assault investigation training, to step-in when local law enforcement agencies decline to investigate. In addition, the Air Force Office of Special Investigation (AFOSI) is charged with investigating all sexual assaults that occur in a Federal or Title 10 status regardless of the severity of the allegations. For incidents that occur in non-Federalized duty status, Air Guard commanders must report the assault to the local law enforcement agency.

—*Accountability.* Last July, the Air Force established minimum administrative discharge procedures for any Airman (officer or enlisted) who commits or attempts to commit a sexual assault or engages in an unprofessional relationship while serving in positions of special trust, e.g., recruiters, commanders, or training officers and non-commissioned officers.

—*Assessment.* The Department of Defense has established common metrics and reporting procedures to collect and track statistics on sexual assault. These tools will provide the feedback necessary for early identification of adverse trends and areas for additional action.

Suicide Prevention.—The Air National Guard continues to struggle with the tragedy of suicide within its ranks. In 2014, the Air Guard experienced 14 suicides for a rate of 13.3 per 100,000, down from a high of 17.6 per 100,000 in 2010, but still well above our ultimate goal of zero. There is tangible evidence that the addition of Wing Directors of Psychological Health in 2010 and implementation of the Air Force Suicide Prevention Program have had positive impacts; however, our team of medical personnel, chaplains, Airmen & Family Readiness Program Managers, safety personnel, Transition Assistance Advisors, and Military OneSource counselors, to-

gether with Air Guard supervisors and leaders at all levels, continue to address this important issue.

Our Directors of Psychological Health Program continues to evolve based on post-deployment experiences and current events. In 2010, to quickly implement the nation-wide program we moved out with a contractor-based program. We quickly learned that this program would not fully meet the needs of our Airmen. The contractor-based program was cumbersome, inflexible, suffered from high turnover and lacked consistency of mental health capabilities. After analyzing a number of options, we moved forward with converting from a contract-based program to civilian Federal government employees. Not only does this provide the best to our Guard Airmen, in the end, it will save approximately \$8-million annually. We expect to have the full program implemented in the next couple of months.

Facilities & Equipment

The Air National Guard has a history innovatively operating and maintaining legacy equipment dating back to the end of World War II. That history includes creative improvements that permitted seamless integration with the next generation of systems. For example, in the 1960s a Guard aeronautical engineer hung two surplus J-47 jet engines on a piston engine driven KC-97 permitting the legacy aerial refueling tanker to refuel the Air Force's modern jet fighters. The modification improved the reliability and safety of the old aircraft.

The Guard supports the Air Force's policy of replacing its older 4th generation fleet with modern 5th generation aircraft to meet the potential threat from near-peer competitors, but we know that while awaiting recapitalization, the Air Guard needs to ensure its fleet of legacy systems remain safe and interoperable. The average of the Air Guard's aircraft fleet is 25.7 years with the oldest approaching 50 years and the end of their Certified Service Life. Without modifications these aircraft may become unsafe and unreliable before being recapitalized. The Air Guard's aircraft require avionics upgrades to comply with new air traffic control requirements and to ensure their systems remain compatible with the latest command and control architectures, and is included in the fiscal year 2016 budget request. The seamless integration of Air Guard equipment into the Total Air Force proved its value during the last 24 years of combat operations.

Military Construction (MILCON) Projects.—The Air National Guard budget proposal for fiscal year 2016 includes \$138,700,000 for military construction projects. The Air Guard gave priority to MILCON projects supporting new missions and Air Force directed mission re-alignments; in fact, nearly all the major MILCON projects in the fiscal year 2016 budget, \$78.6 million, support new missions. While this policy has caused increased risk to current missions, the Air Guard is working to address functional space deficiencies by consolidating functions and recapitalizing aging infrastructure, especially those with safety deficiencies.

National Guard & Reserve Equipment Account (NGREA).—The Air National Guard fiscal year 2015 NGREA funding strategy directed 70 percent towards modernization projects on legacy major weapon systems, 90 percent of which are dual-use capable, and 30 percent towards improving domestic response capabilities. In fiscal year 2016, the Air National Guard seeks to update the communications suite, avionics, and defensive system on our F-15s and F-16s (\$57.8 million); upgrade the tactical data link, avionics and communications on the C-130Hs and KC-135s (\$25.4 million); purchase aircraft support, flight line, and back-shop logistics equipment (\$32.8 million); and a number of smaller items.

CONCLUSION

Managing a declining budget is one of the most challenging things the Department of Defense ever does. For the U.S. Air Force, it comes down to making difficult decisions between capability, capacity, readiness, and modernization. The Total Air Force decided to take increased risk in the near-term to ensure its future warfighting capability by choosing to invest in new more capable equipment rather than upgrading its older systems. This decision, while agreed to, create challenges for the Air National Guard primarily in the area of near-term risk management, because much of the older or legacy systems are operated by the Air Guard, and we share the responsibility to ensure that the Total Air Force can meet today's defense commitments while waiting for tomorrow's capabilities.

Senator COCHRAN. Thank you, General Clarke.
General Kadavy.

**STATEMENT OF MAJOR GENERAL TIMOTHY J. KADAVY, DIRECTOR,
ARMY NATIONAL GUARD**

General KADAVY. Thank you, sir. Chairman Cochran, Vice Chairman Durbin, distinguished members of the subcommittee, it's my honor to appear before you today.

I'd just like to take an opportunity to note the Nation's opportunity to see the investment that they've made in operational Reserve just based on what the Maryland Army National Guard has done in the last 48 hours, a very quick and professional response in support of their local law enforcement and local communities.

Our soldiers' well-being is my top priority. I thank Congress for supporting our behavioral health, suicide prevention, sexual assault prevention, and other critical soldier programs. I also want to thank Congress for NGREA (National Guard and Reserve Equipment Account) and other areas where you have made our Army National Guard your priority.

As a critical component of the total Army, the Army Guard is a powerful hedge against uncertainty in an unpredictable and dangerous world. I urge you to maintain the Guard as a capable and ready force that can perform our essential dual missions both here at home and abroad.

The President's fiscal year 2016 budget request presents less risk than we faced in fiscal year 2015, but some readiness concerns remain. I'll just elaborate on a few.

Our medical readiness is beginning to trend downward due to risk we accepted in 2015. Second, the budget provides for an Army National Guard end-strength at 342,000, which is 8,200 less than our current authorization. This may lengthen response time for domestic emergencies and leave fewer forces for overseas missions.

The budget does increase our training funds, which are essential for leadership development and maintaining an Army Guard as an operational force. Aside from the two combat training center rotations, the majority of our force is limited to individual crew and squad level proficiency training.

PREPARED STATEMENT

The Army National Guard, fourth and finally, cannot replace all of its aging facilities with military construction, so we must preserve existing infrastructure with facility sustainment, restoration, and modernization funds. The budget will fund most of our critical repairs.

I'm proud to represent the Army National Guard here today, and I look forward to your questions.

Thank you, Chairman.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL TIMOTHY J. KADAVY

INTRODUCTION

Chairman Cochran, Ranking Member Durbin, and other distinguished members of the subcommittee; I am honored to testify before you and represent the Soldiers of the Army National Guard.

I would like to express my gratitude for the continued support that this committee and Congress as a whole have provided to the Army National Guard. As the active Army, Army Reserve and Army National Guard trained and deployed shoulder-to-shoulder over the past 13 years of war in Iraq and Afghanistan, Congress consist-

ently provided the resources for the Total Army to remain the most formidable and capable land force in the world. As a result, the Army Guard has fully transitioned from a Cold War-era strategic reserve to a combat-seasoned, full-spectrum operational force.

With regard to the Army Guard's recent contributions to our national defense, the numbers speak for themselves. Since September 11, 2001, Army Guard Soldiers have completed more than 535,000 individual mobilizations in support of Federal missions, with 364,871 individual Soldiers mobilizing to Iraq and Afghanistan during that period. The Guard mobilized 25,236 Soldiers for service around the world in fiscal year 2014, and today we have more than 5,500 Soldiers mobilized in the United States and overseas.

At home, the Army National Guard remains the military's primary domestic responder. There were 45 major disaster declarations in 30 States and territories in 2014. In fiscal year 2014, Army Guard Soldiers served nearly 700,000 duty days under the command of the Nation's governors, assisting our fellow citizens during domestic emergencies and aiding Federal authorities in other critical areas such as counterdrug efforts and security along our Southwest border. At home and abroad, the Army Guard is and will remain an indispensable force.

THE PRESIDENT'S FISCAL YEAR 2016 ARMY NATIONAL GUARD BUDGET

The combination of the budget caps included in the Budget Control Act of 2011 and the Bipartisan Budget Act of 2013 required Army Guard leadership to make hard choices in the face of a resource constrained environment. The President's fiscal year 2016 budget increases funding levels in both Operations and Maintenance (OMNG) and National Guard Personnel, Army (NGPA) accounts compared to fiscal year 2015. Additionally, the Army Guard end-strength is planned to be further reduced by 8,200 Soldiers to 342,000, although this decline is 5,700 less than was planned last fiscal year.

The Army Guard has and always will respond to the call. However, reduced funding in fiscal year 2015 is making it more challenging to maintain acceptable levels of readiness. We thank Congress for providing additional appropriations for two Combat Training Center rotations in fiscal year 2015. The fiscal year 2016 President's Budget is a step toward improvement, but we remain concerned that readiness levels are at risk in future years.

The fiscal year 2016 Budget provides the Army Guard a \$542 million increase in Operations and Maintenance funding and a \$298 million increase in Personnel (pay and allowances) funding in fiscal year 2016. We also want to thank Congress for adding \$24 million to our Funeral Burial Honors account in fiscal year 2015. This ensured that we continue recognizing those who have served.

National Guard Military Construction (MCNG) funding for fiscal year 2016 is requested at \$63 million more than the fiscal year 2015 enacted level. The fiscal year 2016 Budget request funds only the most critical facility construction needs. This forces the Army Guard to delay the replacement of our aging infrastructure. To preserve existing facilities, the Army Guard relies on Facilities Sustainment, Restoration and Modernization (FSRM) funding. FSRM is increased in the President's Budget for fiscal year 2016, which helps the Army Guard to make essential repairs. However, many of our facilities are not modernized.

Overall, the President's fiscal year 2016 Budget provides the Army Guard with \$534 million over BCA levels. Defense and Army leaders have emphatically stated that funding at BCA levels would present an unacceptable risk in readiness. The Army questions whether they will be able to support the 2012 Defense Strategic Guidance under BCA. Sequestration-level funding would degrade our ability to recover from the cuts sustained in fiscal year 2015.

The President's fiscal year 2016 Budget request includes manageable risks. For example, our readiness for global and domestic missions will likely be reduced as medical and dental readiness begin to drop. Changes in force structure and end strength will incur costs to retrain Soldiers to serve in different types of units and different career fields. We refer to this as "personnel turbulence." The extent of personnel turbulence and the associated costs are difficult to predict across the 54 States and Territories. Managing personnel turbulence within the fiscal year 2016 Budget request will likely be challenging.

Full Time Manning is critical to the Army Guard's ability to maintain Foundational Readiness. Foundational Readiness is our ability to perform the mandatory personnel, administrative, maintenance, and supply functions as directed by Title 10 and Title 32, United States Code and, Department of Defense policy. It is important to note that the Army Guard did not experience wartime growth in Full-

Time Manning. Our Full-Time Manning has always focused on readiness, not mobilization functions or large scale collective training events.

The Army Guard faces potential changes in end strength and force structure in the near term. These changes will incur additional costs to re-train Soldiers, re-station units, move equipment, and modify existing facilities.

FISCAL YEAR 2016 BUDGET FOCUS: EQUIPPING

Since 2001, the Army Guard has received significant investments in equipment acquisition and modernization. Of the total quantity of Army Guard equipment authorized, 90 percent is on-hand. Fortunately, this equipment is modernized and fully interoperable with the rest of the Army. Our Equipment on Hand (EOH) for Modified Table of Organization and Equipment units is currently at 91 percent, which is good news. Critical Dual-Use (CDU) equipment is used for domestic responses and war fighting missions. We are pleased to report that CDU equipment is 92 percent on hand.

Despite our impressive EOH levels, sustaining aging equipment coupled with reductions in funding across the board, including reductions in Operating Tempo (OPTEMPO) and Depot Maintenance, funding, will result in a gradual decay in readiness. A reduction in depot maintenance funding forces us to defer critical depot overhauls, which reduces fleet operational readiness rates for vehicles and equipment.

FISCAL YEAR 2016 BUDGET FOCUS: TRAINING

The fiscal year 2016 Budget buys back some skills training, supports increased professional military education opportunities and provides additional funds for pilot training. Although the fiscal year 2016 Budget request does not buy back the entire Initial Entry Training (IET) backlog from fiscal year 2015, the IET funding increase in the fiscal year 2016 request is still beneficial. The fiscal year 2016 funding request, in conjunction with last year's congressional increase, begins to restore Duty Military Occupational Specialty Qualified (DMOSQ) rates near 85 percent. Educational requirements are prerequisites for the advancement and promotion of deserving Army Guard officers and Soldiers. Therefore, it is essential to fully fund the training budget request.

Constrained Army Guard funding reduces opportunities for unit training. Collective training is critical for leader development and unit cohesiveness, which can quickly erode without comprehensive unit-training events. Funding for Special Training increased in the fiscal year 2016 request, but it remains below fiscal year 2014 obligations. This funding will support pay and allowances for two CTC rotations and enabler missions. Most units will only be able to train to Individual/Crew/Squad-level proficiency.

FISCAL YEAR 2016 BUDGET FOCUS: INSTALLATIONS

As a community-based force, the Army Guard has facilities in nearly 2,600 communities, making it the most dispersed military component of any service. In many towns and cities these facilities are the only military presence, with the Guard serving as the most visible link between hometown America and the Nation's Armed Services. These readiness centers, maintenance shops and training centers serve as pre-mobilization platforms during times of war and power projection platforms during civil support operations in communities.

Army Guard facilities depend upon the military construction program (MILCON), the FSRM program, and the Base Operations Support (BOS) program. Funding for these programs dropped significantly over the last several years, which lessened our ability to replace aging infrastructure and preserve existing facilities. Our facilities do not meet current capacity requirements and they are deteriorating at a rate where most will be in "poor" condition by 2020 and in "failing" condition by 2027. The fiscal year 2016 President's Budget increases funding for Army Guard MILCON FSRM and BOS, which is helpful. The fiscal year 2016 Budget funds the FSRM program at 80 percent of the DOD Facility Sustainment Model and it funds the BOS program at an amount consistent with the past 3 years of average BOS obligations.

FISCAL YEAR 2016 BUDGET FOCUS: SEXUAL HARASSMENT/ASSAULT RESPONSE AND PREVENTION

Sexual assault is a crime. Reduction of sexual assault in our ranks is a top priority of senior leaders across the Army Guard. As of February 2015, the Army Guard assigned 97 full time Sexual Assault Response Coordinators and Victim Advocates Coordinators. In addition to full-time support personnel, the Army Guard

has trained more than 3,000 collateral duty Sexual Assault Response Coordinators and Victim Advocates at the brigade and battalion level. Further, the Office of Complex Investigations continues to provide Adjutants General specialized Federal investigatory resources for cases involving sexual assault. The fiscal year 2016 Budget sustains support for the Sexual Harassment/Assault Response Program (SHARP).

FISCAL YEAR 2016 BUDGET FOCUS: SUICIDE PREVENTION

The Army Guard lost 76 Soldiers to suicide in calendar year 2014. This represents a one-third reduction from 2013. While no one factor can be pinpointed as the cause of this decrease, the Army Guard has implemented many efforts to improve the health of its force, including hiring additional support personnel, coordinating closely with the community, and conducting relevant training. The Army Guard will continue to layer efforts to provide care to its Soldiers, Civilians, and Families at every level.

Although our unit leaders may only see the majority of their Soldiers during a single drill weekend each month, they are overcoming the challenges of leading geographically dispersed part-time Soldiers. By reducing the stigma associated with asking for help, leaders are making a difference. The number of reported suicide interventions increased by 27 percent from 2013 to 2014. Though a challenging goal, we strive to prevent all suicides. Every Soldier is a treasured asset to the Army Guard.

In 2014, the Army Guard executed a national contract to provide a Suicide Prevention Program Manager in every State. The Army Guard increased the number of personnel trained to intervene in a suicidal situation by 116 percent in fiscal year 2014. In fiscal year 2015 The Army Guard will provide training to 259 Applied Suicide Intervention Skills Training program trainers, who will in turn train approximately 9,600 additional gatekeepers. Additionally, Army Guard behavioral health counselors provided informal behavioral health consultations to more than 37,000 Soldiers and family members. The Army Guard will continue to make suicide prevention and behavioral health a top priority. The fiscal year 2016 Budget sustains support for the suicide prevention program.

FISCAL YEAR 2016 BUDGET FOCUS: RECRUITMENT AND RETENTION

Fiscal year 2015 has been one of the most challenging years in recent memory for Army Guard recruiting and retention. In the first quarter the Army Guard achieved 88.6 percent of the enlisted recruiting mission, recruiting 9,995 of 11,278 required Soldiers. From fiscal year 2014 to fiscal year 2015, the Army Guard recruiting budget dropped by nearly \$20 million. Continued recruiting performance at this level has the potential to put the Army Guard between 5,000 and 6,000 below fiscal year 2015 authorized end strength. The fiscal year 2016 Budget restores \$4.2 million for recruiting and retention.

FISCAL YEAR 2016 BUDGET FOCUS: MEDICAL READINESS

Thanks to dedicated attention to this issue by Congress and Guard leaders at every level, the Army Guard's medical readiness dramatically improved from a fully medically ready percentage of 22 percent in fiscal year 2007 to 86 percent in 2014.

However, given the resource constraints the organization continues to experience we expect that medical readiness will decline. It does not take long for medical readiness to drop dramatically. After medical readiness drops, the Army Guard will have to invest more funding and time to regain it. The Army Guard can only send medically qualified Soldiers to training and on missions. Therefore, a deficit in medical readiness equates to a deficit in overall Army Guard capability.

CLOSING REMARKS

After more than a dozen years as an operational force, the Army Guard is at a pivotal moment in its history. The fiscal year 2015 Budget is forcing the Army Guard to function at funding levels lower than fiscal year 2014. Today's force has experienced a substantial increase in personnel turbulence, reductions in facilities readiness, and reduced training opportunities, among other effects. The President's fiscal year 2016 Budget begins to put the Army Guard back on the path toward higher readiness.

Should the Army National Guard return to sequestration-level funding, the resource reductions will have an immediate, severe impact on Army National Guard readiness and our ability to respond at home and abroad. This would also result in additional reductions to end strength.

We will work with our Department leaders and Congress to find creative solutions to our formidable fiscal and national defense challenges. I thank you for your continued support for the Army National Guard and I look forward to your questions.

Senator COCHRAN. Thank you.
General Talley.

**STATEMENT OF LIEUTENANT GENERAL JEFFREY W. TALLEY, CHIEF,
ARMY RESERVE**

General TALLEY. Chairman Cochran, Vice Chairman Durbin, distinguished members of the committee, I certainly want to start by echoing my appreciation for the great work of the National Guard as they help reinforce first responders in Maryland.

As we celebrate the 107th birthday of the United States Army Reserve, it's an honor to represent their soldiers, civilians, and families. And on their behalf, I thank the committee for your steadfast support you've consistently provided, in particular for the \$60 million you provided for the procurement of Humvee ambulances in fiscal year 2015. I look forward to your continued support as we go forward into the future.

Mr. Chairman, the decision some years ago to place the majority of the Army's combat support and combat service support capabilities in the Army Reserve committed the Nation to maintaining the Army Reserve as an operational force. When sustained unified land operations are required, the Army as a service integrates and synchronizes all of America's military services. But they can only do so with the support of the United States Army Reserve, which provides most of the Army's critical technical enablers.

Currently, our annual demand signal from the Army to meet contingent and combat requirements is about 27,000 soldiers. These are forces that must be maintained at the highest level of readiness.

Unfortunately, the current model of 39 base-funded training days per year produces only a strategic nonoperational force. It's not sufficient to train, equip, and maintain the Army Reserve to meet mission requirements.

In the past, readiness beyond that strategic level was purchased with overseas contingency dollars, but that flexibility, as we all know, no longer exists. Thus, the base budgets must reflect funding consistent with requirements.

Readiness must be balanced with modernization and end-strength. And if that balance is lost, our ability to support the Army and fulfill the Nation's national or global security requirements is at risk.

We face such a dilemma today. Sequestration and budget uncertainties have created a requirements-resource mismatch, and they threaten our ability to support the Army and the Nation.

Three areas of funding are essential to our readiness. The first is our annual training and OPTEMPO, operational tempo, accounts. Cuts to these accounts limit our ability to conduct individual, leader, and collective training.

The second is equipping and modernization. Today, the Army Reserve comprises 20 percent of the total Army, yet our share of the Army's equipping budget is less than 3 percent, which leaves little room for modernization and reduces interoperability within the force.

And the third is our full-time manning. Currently, only 76 percent of the authorized requirements are filled, which jeopardize our ability to execute missions.

PREPARED STATEMENT

Mr. Chairman, in closing, the Army Reserve is uniquely postured to support the Army and the Nation, but we can only maintain that capability when properly resourced. To sustain our current readiness levels, we need the committee's continued funding support.

Mr. Chairman, I thank you and the committee, and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JEFFREY W. TALLEY

EXECUTIVE SUMMARY

The United States Army Reserve is the Army's flexible, tailorable, and accessible Warrior-Citizen Federal force that provides life-saving and life-sustaining capabilities to the Nation. For more than 14 consecutive years of war, community-based Army Reserve Soldiers have brought skills honed in the civilian sector to contingency and Theater Security Cooperation missions across the globe. Today, as captured in Army Reserve at a Glance (<http://www.usar.army.mil/ourstory>), these same Citizen-Soldiers bring enhanced skills and significant economic impact to the regions, States, districts, and communities where they live and work.¹ A communication outreach and resource tool, Army Reserve at a Glance informs internal and external audiences of the Army Reserve's history, current roles, missions, programs, and the unique capabilities inherently available in today's Army Reserve.

Organized as the only component of the Army that is also a single command, the Army Reserve is integrated into and directly supports every Army Service Component Command (ASCC) and Combatant Command (CCMD), with a "footprint" that includes 50 States, five territories, the District of Columbia, and more than 30 countries. Our "Plan, Prepare, Provide" readiness and force generation model allows us to stay an operational and accessible force. The Plan portion of the model includes the regional alignment of Army Reserve Units to ASCCs and CCMDs. Part of this alignment includes the forward-stationing of full-time staffing organized into Army Reserve Engagement Cells (ARECs) and Teams (ARETs). Prepare is how the Army Reserve trains its Soldiers, Leaders and Units as part of the Total Force. Provide is the actual deployment of dual-use Army Reserve Soldiers, Leaders and Units in support of requirements at home (Defense Support of Civil Authorities) and abroad.

The Army Reserve represents most of the Army's critical military enabling capabilities (medical, logistical, transportation, full-spectrum engineering, civil affairs, legal, and chemical). Our Citizen-Soldiers stay sharp in these technical fields through the conduct of tough, realistic, mission-focused training and their employment in the private sector. The Army Reserve enhances these skills through its Private Public Partnership (P3) program. P3 fosters partnerships with for-profit, not-for-profit, and academic organizations to advance the training of Individuals, Leaders, and Units. In sum, everything we do is focused on improving and sustaining readiness.

The 2015 Army Reserve Posture Statement outlines Army Reserve roles, commitments, accomplishments, challenges, and requirements to Congress. It also informs Congress of the resources and legislative authorities the Army Reserve needs to remain an operational reserve.

Our specific concerns, as they appear in the document, include:

- Maintaining the Army Reserve as an operational force;
- Continuing to implement Army Total Force Policy;
- Finding additional fiscal efficiencies;
- Reducing or eliminating the negative effects imposed by sequestration levels in the Budget Control Act;
- Ensuring Army Reserve end-strength drops no lower than 195,000 Soldiers in 2017;

¹ Analysis of the 2014 Army Reserve Economic Impact by state was conducted by George Mason University's Center for Regional Analysis using data provided by the U.S. Department of Commerce, Bureau of Economic Analysis.

- Preserve Army Reserve Active Guard and Reserve end-strength;
- Improving Army Reserve readiness;
- Preparing for future challenges (Force 2025 & Beyond, Army Reserve 2025 Vision and Strategy);
- Ensuring equal representation from all three components on the Army Commission;
- Fully funding the Army Reserve to maintain its operational edge;
- Receiving support for training man-days and Operational Tempo (OPTEMPO) budget request;;
- Supporting equipment modernization funding requests for unique enabling capabilities resident in the Army Reserve;
- Supporting the Army Reserve's base procurement budget and sustainment, restoration, modernization (SRM) and base operations (BASOPS) funding;
- Maintaining the Army Reserve Network;
- Support funding request for antiterrorism and physical security efforts;
- Fully implementing the Army Reserve Readiness model;
- Expanding the Private, Public, Partnership program;
- Maximizing the “Soldier for Life” program and the “Continuum of Service” efforts;
- Capitalizing on the redesigned Transition Assistance Program (TAP) to seamlessly and successfully transition Army Reserve Soldiers to civilian life;
- Fully funding medical and dental readiness, suicide prevention, sexual harassment assault and response prevention, and family programs;
- Fully staffing all Army Reserve Engagement Cells and Teams;
- Continually improving Family programs, suicide prevention efforts, and sexual assault prevention programs;
- Strengthening the Army Reserve Ambassador (ARA) program;
- Expanding our Cyber capabilities;
- Focusing on our two critical roles—the operational Federal reserve of the Army and a domestic emergency and disaster relief force for the Nation;
- Refining and improving our Defense Support of Civil Authorities and Immediate Response Authority processes and procedures;
- Developing new ways to capitalize on our highly educated force;
- Increasing resiliency within the force;
- Supporting the Army's effort to enable the Joint Force to “Win in a Complex World”;
- Remaining the life-saving, life-sustaining Citizen-Soldier force for the Nation.

We thank you for this opportunity to testify before Congress. With the continued support of the President, Congress, the Army, and the American people, I am confident the Army Reserve will continue to do its part to help protect and defend the Nation at home and abroad, now and for the foreseeable future.

INTRODUCTION

Consistent Engagement

Consistently engaged since September 11, 2001, more than 280,000 Army Reserve Soldiers have mobilized and seamlessly integrated into the Total Army and the Joint Force.² A steady need for essential enabling capabilities and civilian skills the Army Reserve provides have resulted in an operational Army Reserve that is fundamental to the continued success of the Total Army and the Joint Force. Today, approximately 16,058 Soldiers serve in direct support of Army Service Component Commands (ASCC) and Combatant Commands (CCMD) across the globe, including nearly 2,600 Soldiers in Afghanistan, 3,000 in the United States, 2,200 in Kuwait, 1,100 in Cuba, 150 in Qatar, and 200 in Djibouti.³

Purposeful Design

Purposefully designed to enable forces, the Army Reserve integrated seamlessly into the Total Force, providing trained, ready, and equipped Soldiers as well as co-

² USARC G-3/5 via HQDA system “MDIS” Mobilization Deployment Information System, 17 October 2014. 280,631 since September 11, 2001. This number includes Soldiers at mobilization and demobilization sites, as well as those with Boots on Ground.

³ USARC G-3/5, 8 January 2014. 16,058 AR Soldiers were on duty in support of ASCC/CCMDS, to include: 2,596 AR Soldiers in Afghanistan, 2,923 in the United States, 2,138 in Kuwait, 1,057 in Cuba, 143 in Qatar, and 174 in Djibouti. Again, this number includes Soldiers at mobilization and demobilization sites, as well as those with Boots on Ground.

hesive Units to meet the Nation's requirements at home and abroad.⁴ In doing so, the Army Reserve fulfilled General Creighton Abrams' vision of a Total Army fighting as one operational force alongside our Joint and international partners with predictable and sustainable capabilities.⁵

Proven, Cost-Effective Partner

Today, the Army Reserve is a combat-tested and integral element of the most decisive and lethal land force in the world today. Whether performing combat missions and contingency operations, or saving lives and protecting property at home, our expeditionary formations continue to offer versatile, available, and effective capabilities to the Nation at reduced cost to the American taxpayer—a win for the Army and the Nation.

Fiscal Constraints

Tight fiscal constraints imposed by sequestration levels in the Budget Control Act would make it difficult, if not impossible, for the Army Reserve to remain ready, responsive, and flexible enough to meet all of its requirements in support of the Nation's security needs.

End-Strength Reductions

The 2015 National Defense Authorization Act (NDAA) sets the Army Reserve end-strength objective (ESO) at 202,000—a reduction of 3,000 Soldiers from its previous end-strength objective of 205,000.⁶ The current Army Reserve end-strength is now 197,830—a shortage of 4,170 Soldiers.⁷ The Army Reserve initiated Operation FULL COURT PRESS on July 11, 2014 to address this problem. Specifically, this initiative aims to increase accessions, reduce controllable Soldier losses (i.e., attrition), implement procedures to proactively expedite resolution of suspension of favorable actions, increase promotion to Sergeant and Staff Sergeant (historically critical rank shortages in the Army Reserve), and improve Soldier sponsorship and Soldier care. While still in its infancy, this effort has already borne fruit in non-prior service enlisted accessions and active component to reserve component enlisted and officer accessions.⁸ The Army Reserve continues to seek innovative solutions to meet our current ESO.

In the meantime, the Army Reserve concurs with the Army's positions on strategy, end-strength, and risk. For example, the Army asserts that the "underlying assumptions of our defense strategy" are being tested, and at projected force levels (Total Army end strength of 980,000 Soldiers by fiscal year 2017), "we are already on the edge of our ability to meet the current strategy and our capacity to respond to the unknown is now in question."⁹ ESO reductions below those set forth in the President's Budget will decrease operational flexibility and increase risk to unacceptable levels.¹⁰

Only time will validate or invalidate the Army's assumptions. In the meantime, it is safe to say that the world we face today has become increasingly volatile and dangerously unpredictable. Even as the U.S. winds down its presence in Afghanistan, the Army finds itself returning to Iraq and the broader Middle East to confront emerging challenges. The Islamic State of Iraq and the Levant threatens the security and stability of Iraq, Syria, and the entire Middle East. Continued regional instability, violent extremism, the proliferation of weapons of mass destruction, and other factors foreshadow a complex global security environment.

Given increasing global instability, we strongly agree with the Army's recommendation to not let Army Reserve ESO drop lower than 195,000 Soldiers. If se-

⁴ Coker, Kathryn Roe, *The Indispensable Force: The Post-Cold War Operational Army Reserve, 1990-2010*, Office of Army Reserve History, United States Army Reserve Command, Fort Bragg, North Carolina, p. 47-55.

⁵ Carafano, James Jay. *Total Force Policy and the Abrams Doctrine: Unfulfilled Promise, Uncertain Future*, Foreign Policy Research Institute, February 2005; database available online at: <https://www.fpri.org>. "The Abrams Doctrine is widely interpreted as an expression of General Creighton Abrams' determination to maintain a clear linkage between the employment of the Army and the engagement of public support for military operations. Abrams, according to the doctrine, established this bond by creating a force structure that integrated Reserve and Active Components so closely as to make them inextricable, ensuring after Vietnam that presidents would never be able to again send the Army to war without the Reserves and the commitment of the American people."

⁶ 2014 National Defense Authorization Act.

⁷ G1, Office of the Chief of the Army Reserve, 16 JAN 2015.

⁸ Ibid. The AR experienced a net gain of 2,392 Soldiers during fiscal year 2015 (we ended fiscal year 2014 at 195,438).

⁹ Final Coordinating Draft (FCD), 2015 Army Posture Statement, Executive Summary, 15 JAN 2015.

¹⁰ Ibid, p.1.

questration-level funding is implemented in fiscal year 2016, the Army Reserve ESO will drop to 195,000 Soldiers by fiscal year 2017 before bottoming out at 185,000 Soldiers in fiscal year 2019.¹¹ Reducing the Army Reserve below 195,000 Soldiers increases risk and threatens our ability to meet our mission—to provide trained, equipped, and ready Soldiers and cohesive units to meet the Nation's requirements, at home and abroad.

Maintaining Army Reserve end-strength at 195,000 Soldiers is crucial for a number of additional reasons. First, as the Army reduces in size, the need for Army Reserve enabling capabilities to support contingency operations will increase. An increased demand for Army Reserve capabilities will challenge our ability to sustain an operational reserve by putting greater strain on existing rotational forces. Second, reductions in uniformed personnel in the Army Reserve degrade our ability to meet the requirements of ASCCs and CCMDs for technical enabling capabilities at a time when the demand for Army Reserve enabling capabilities is increasing. The Army Reserve was initially tasked with providing 14 units consisting of approximately 900 Soldiers to support the first rotation of Operation UNITED ASSISTANCE—the Ebola relief mission in Western Africa.¹² While only two Army Reserve Units and several individual Army Reserve Soldiers (a total of 19 Soldiers) mobilized for OUA, un-forecast requirements like this one exemplify this point. Third, while by no means the solution to resolving critical shortages in the Army Reserve ranks (Sergeant to Sergeant First Class, Captains, and Majors) Army Reserve end-strength reductions eliminate some of the Army Reserve's capacity to absorb Soldiers separated from the active component into its ranks—a loss for all concerned.¹³ Allowing an ESO of 185,000 Soldiers to take effect only exacerbates each of these concerns.

In addition to these uniformed end-strength reductions, the Army Reserve must take similar reductions to its Full Time Support (FTS) that consists of our Military Technicians (MILTECHs) and Department of the Army Civilians (DACs) (approximately 11 percent).¹⁴ From fiscal year 2015 to fiscal year 2016, our civilian FTS personnel will reduce from 11,590 to 10,761 across the board. MILTECHs and DACs play vital roles in the Army Reserve. MILTECHs perform multiple, critically important administrative, training, and logistical functions in Army Reserve units that directly impact readiness.¹⁵ DACs are an “integral part of [the] United States Army and support all facets of the Army mission which frees Soldiers to perform innately military functions.”¹⁶ DACs also “possess critical skills which assure continuity of operations for all components.”¹⁷

Readiness

Maintaining readiness in the Army Reserve is a unique challenge. The number of Army Reserve Soldiers considered non-deployable is one factor negatively impacting readiness. In fiscal year 2014, the USAR had 44,507 Soldiers considered non-available for reasons outlined in Army Regulation 220-1, Unit Status Reporting (e.g., initial entry training, medical issues, medical non-availability, pending administrative or legal discharge, separation, officer transition, non-participation, or restrictions on the use or possession of weapons and ammunition under the Lauten-

¹¹ Department of Defense Authorization of Appropriations for fiscal year 2015 and the Future Years Defense Program, APRIL 8, 2014, U.S. Senate, Committee on Armed Services, Washington, DC. Opening Statement of Senator Carl Levin, Chairman.

¹² Office, Chief of the Army Reserve (FWD), G-3/5/7.

¹³ Caolionn O'Connell, Jennie W. Wenger, Michael L. Hansen, Measuring and Retaining the U.S. Army's Deployment Experience, Rand Corporation, 2014, p. 1.

¹⁴ 2015 Army Reserve Component Submission to Congress: An Addendum to the Army Posture Statement. There is disagreement among the three components how to define FTS. The USAR definition includes AGRs, MILTECHs, DACs and Title XI Soldiers (AC/RC) as part of FTS. Army PA&E and the Army National Guard only include AGRs and MILTECHs. The 11 percent reduction reflects the USAR method of FTS computation. If the Army and ARNG method were used for FTS (only AGRs and MILTECHs), the Army Reserve's FTS reduction would be 2 percent (25,251 (16,261 AGRs + 8,990 MILTECHs)–500 positions = 24,751).¹⁸ There were no changes to Title XI (76) or AGR (16,261) authorizations in the Army Reserve for fiscal year 2015.

¹⁵ U.S. CODE § 10216—MILITARY TECHNICIANS (DUAL STATUS). A MILTECH “is assigned to a civilian position as a technician in the organizing, administering, instructing, or training of the Selected Reserve or in the maintenance and repair of supplies or equipment issued to the Selected Reserve or the armed forces.”

¹⁶ The Official Homepage of United States Army Civilian Personnel. Database available online at: <http://cpol.army.mil>.

¹⁷ Ibid.

berg Amendment).¹⁸ 10,575 of these non-available Soldiers were Unsatisfactory Participants (UNSATs).¹⁹ UNSATs, for a variety of reasons, are Soldiers that are not actively participating in Army Reserve Units or activities, as required. To continue providing responsive support to the Army and the Joint Force, the Army Reserve must focus all of its efforts on decreasing the number of non-available Soldiers in its formations.²⁰ We are doing this in a variety of ways.

For example, the Army Reserve is working hard to recover Unsatisfactory Participants and maintain an UNSAT rate of less than 5 percent (~10,100 Soldiers based on the fiscal year 2015 NDAA AR ESO of 202,000). To do so, the Army Reserve Personnel Department (G1) developed a system to track UNSATs and update the Deputy Commanding General monthly on the progress of the recovery effort. The tracking system allows Army Reserve senior leaders to monitor major subordinate commands (MSCs) progress and MSC Commanders to gauge their subordinate Commanders progress as well. Additionally, the Army Reserve mandated that all requests for duty in the Individual Ready Reserve (IRR) and involuntary reassignment by a soldier not satisfactorily participating in the Army Reserve must now include a memorandum from an O-5 or above documenting all attempts made to recover the Soldier. The request will not be processed without this additional memorandum. This action ensures the unit has done everything possible to recover the Soldier before they are discharged or transferred to the IRR. While these efforts to improve readiness can be made with no additional resources or additional legislative authorities, improvements to Soldier health, operational activities, and equipment acquisition and modernization do carry a cost. The Army Reserve must be appropriately funded and fully authorized to maintain its operational edge or it could revert to a strategic force.

Maintaining End-strength and Readiness

Maintaining end-strength and readiness are not simple tasks. They are, in fact, extremely complex problems, with many factors at many levels affecting both equations. While the Army Reserve acknowledges its responsibility for maintaining its end-strength objective and ensuring the overall readiness of the Soldiers in its formations, and is taking steps to address both of these issues, sequestration-level funding would compromise our ability to maintain readiness. If the Army Reserve is not properly resourced at the President's Budget levels, the overall risk could significantly increase and negatively impact our ability to quickly provide needed technical capabilities to the Total Army and the Joint Force.

Force 2025 & Beyond

To prepare for future challenges, the Army Reserve fully supports and seeks to participate in Total Army efforts for balancing force structure and readiness, while modernizing the Total Army as part of Force 2025 and Beyond—a strategic objective of mine. To support the Army's efforts to rebalance and modernize the Total Army, I recently approved a Terms of Reference (TOR) that will guide our participation in Force 2025 and Beyond. This document, along with the Army Operating Concept, will aid in the development of the Army Reserve 2025 Vision and Strategy.

National Commission on the Future of the Army

The 2015 National Defense Authorization Act established the National Commission on the Future of the Army (NCFIA).²¹ The Commission is charged with two duties. The first duty is to complete a comprehensive study of Army structure, and pol-

¹⁸ 2014 Army Reserve Component Submission to Congress, p. 5. "Sections 517 and 521 of the National Defense Authorization Act (NDAA) 1994 require the information presented in this submission."

¹⁹ G1, USARC, November, 2014. For that reporting period, this equates to 5.98 percent of the AR's current assigned strength of 176,987.

²⁰ Carafano, Total Force Policy and the Abrams Doctrine, Foreign Policy Research Institute, February 2005; database available online at: <https://www.fpri.org>. "Whether Abrams actually intended to father a doctrine or if his efforts created a unique extra-Constitutional constraint on presidential power is open to debate. The Army rooted its force structure policies in the Total Force Concept initiated by Secretary of Defense Melvin Laird. Attempting to address the imbalance between budgets and strategy, Laird saw the Total Force as a means to provide sufficient troops for the Nation's security needs without the costly burden of maintaining a large standing-army. Furthermore, while Laird's new defense policies and Abrams' initiatives proved adequate for maintaining a large standing-force, they were never equal to the task of sustaining readiness and modernization and, in fact, implementing the Total Force Concept contributed to chronic unpreparedness in the Army's Reserve Components."

²¹ The Carl Levin and Howard P. 'Buck' McKeon National Defense Authorization Act for fiscal year 2015, TITLE XVII—NATIONAL COMMISSION ON THE FUTURE OF THE ARMY, p. 944, Rules Committee Print 113—58, House Amendment to the Text of S. 1847. Database available online at: <http://armedservices.house.gov>.

icy assumptions related to the size and force mixture of the Army.²² The second duty is to study the transfer of certain aircraft (AH-64 Apache Helicopters) from the Army National Guard to the regular Army.²³ The product of the first duty will enable the Commission to make “an assessment of the size and force mixture of the active component of the Army and the reserve components of the Army . . . and make recommendations on the modifications, if any, of the structure of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources.”²⁴

To accomplish these duties, the NDAA states that the Commission requires certain expertise.²⁵ Specifically, it calls for consideration [for membership] to be given to “individuals with expertise in national and international security policy and strategy, military forces capability, force structure design, organization, and employment, and reserve forces policy” when making appointments to the commission.²⁶ To produce the best result for the Nation every effort must be made to ensure sufficient subject matter expertise from all three components are resident on the NCFA.²⁷

We see the Commission as a strategic opportunity to do the following:

- Communicate a winning vision for the future of the Army in the face of complex fiscal constraints and an uncertain global security environment.
- Explain the importance of all three components’ capabilities that support the Total Army and Joint Force.
- Outline a way ahead for developing, planning, programming, and resourcing the Army of the future.

SIGNIFICANT ARMY RESERVE CHALLENGES AND REQUIREMENTS

Training Requirements

The Army’s decision to increase the duration of their Combat Training Center rotations by 4 days to train Decisive Action tasks places a strain on the Army Reserve’s ability to produce ready units.²⁸ Army Total Force Policy (ATFP) was not a resource decision. Many new training events the Army Reserve is integrating into are longer than the traditional period of Annual Training—14 days plus 1 day travel. To meet ATFP and Total Army Training Integration (TATI) goals, the Army Reserve must sacrifice readiness in lower-tiered units.

Equipping

Despite gaining some improvements in Army Reserve equipping,²⁹ budget reductions under sequestration will further widen modernization gaps within unique enabling capabilities that are resident primarily in the Army Reserve.³⁰

The Army Reserve provides 92 percent of the bulk petroleum assets to the Joint Force in a non-permissive environment and enables the Army to fulfill duties as the executive agent for theater petroleum distribution. Retaining un-modernized, legacy petroleum platforms without a longterm investment strategy is an example of an “at-risk” capability which potentially widens interoperability gaps between the Army Reserve and the Total Army and Joint Force. This equipment includes: fuel tankers, fuel system supply points, storage, and tactical pipelines, many of which are approaching or exceeding their economic useful life without a bridging strategy for modernization.

The Army Reserve has 45 percent of the Total Army inventory of Echelons Above Brigade bridging assets, including 51 percent of the Army’s Assault Bridge capability. The Joint Assault Bridge is projected to replace the Armored Vehicle Launched Bridge, which currently averages 38 years of age, by fiscal year 2027.

²²Ibid, p. 947–948.

²³Ibid, p. 950–951.

²⁴Ibid, p. 948.

²⁵Ibid, p. 946.

²⁶Ibid, p. 946–947.

²⁷National Commission on the Structure of the Air Force, Report to the President and Congress of the United States, January 30, 2014.

²⁸2015 Army Posture Statement Initial Draft, 25 1300 November 2014, p. 11.

²⁹U.S. Army Reserve Command. During fiscal year 2014, the Army Reserve equipment on-hand posture improved from 86 percent in fiscal year 2013 to 87 percent in fiscal year 2014 with equipment considered modern improving from 66 percent in fiscal year 2013 to 76 percent in fiscal year 2014. During fiscal year 2014, we received \$957 million in new equipment and divested obsolete equipment valued at \$427 million. The equipment on-hand posture for Critical Dual Use items to support Homeland Defense (HD) and Defense Support of Civil Authorities (DSCA) currently stands at 89 percent filled (no change from fiscal year 2013).

³⁰Fiscal Year 2015 National Guard and Reserve Equipment Report (NGRER).

This is another at-risk capability for interoperability with the Total Army and Joint Force.

The Light Tactical Vehicle fleet is another example of risk to interoperability with the Total Army and Joint Force. The High Mobility Multipurpose Wheeled Vehicle (HMMWV) will remain in the Army Reserve inventory indefinitely without scheduled modernization. The Army Reserve will not start fielding the Joint Light Tactical Vehicle (JLTV) until fiscal year 2022, and Army Reserve Units will not complete fielding the JLTV until fiscal year 2038.³¹ The JLTV will close a capability gap between the HMMWV and the Mine Resistant Ambush Protected (MRAP) family of vehicles.³²

Equipment fielded to these formations must be the most modern to achieve interoperability for critical capabilities supporting the Total Army and Joint Force. The Army Reserve continues to operate with equipment shortfalls, and is the least equipped and modernized Army component. We appreciate the concern Congress has expressed over the fielding and modernization of Army Reserve equipment. If left unchecked, however, program procurement delays and the restructuring of requirements as a result of budget reductions will further widen modernization gaps and impede our interoperability with the Joint Force.

Equipment Procurement Funding

New procurement funding for the Army Reserve represented 4.9 percent of the Army's base procurement budget in fiscal year 2015; however, in fiscal year 2016 it represents less than 3 percent of the Army's base procurement budget. As a result, the Army Reserve consistently trails the Total Army in modernization and equipment on-hand, thus creating compatibility risk.³³ The presence of incompatible equipment in Army Reserve formations reduces the Army Reserve's ability to work shoulder to shoulder with other Army components to provide needed capabilities to the Army and the Nation.

Base Realignment and Closure (BRAC)

The Army Reserve would benefit from another round of Base Realignment and Closure (BRAC). Another BRAC would advance our efforts to consolidate units into new, state-of-the-art facilities that support or improve operational readiness rates, recruiting, and retention.

Army Reserve Network

The Army Reserve Network provides institutional service capabilities for the entire command and hosts nearly every business process required to operate.³⁴ It provides geographically dispersed leaders timely information to make informed decisions in order to exercise Mission Command of USAR Soldiers and Units dispersed between more than 1,100 Reserve Centers.³⁵ The Army Reserve Network is reliable, secure, standards based and agile. It provides access to the point of need. The Army Reserve Network is mandated by public law and is responsible for ensuring that the Army Reserve continues to provide enhanced capabilities to support the Total Army and the Joint Force in an era of fiscal uncertainty.

Force Protection

Current funding levels for Antiterrorism and Physical Security increases risk to the Army Reserve Protection Program (ARPP) and may jeopardize the broader Army Reserve mission. The ARPP is designed to protect people, information, property and facilities, in all locations and situations. ARPP policy and standards guide off-installation units and facilities toward improved protection while enhancing efforts to pre-

³¹ Long-Range Investment Requirements Analysis (LIRA) illustrated HMMWV fleet modernization. JLTV does not completely replace the HMMWV (only about 60 percent); there will still be a mix (UAH/MRAP/JLTV).

³² HQDA G-8, Army Equipment Program in Support of President's Budget, May 2014.

³³ Calculated by using the base P-1 and P-1R data across the three components.

³⁴ AR 25-1 (Chapter 2, Roles and Responsibilities) describes the Office, Chief of the Army Reserve responsibilities for the AR network. The AR Net is a separate logical network. This means that it shares or runs on commercial transport. The AR was the first to do this, the NG followed a year later and the AC is currently undergoing transformation to follow suit.

³⁵ Army Reserve Installation Management Directorate (ARIMD). Although the number changes monthly as new centers are built and old ones are disposed of, the Army Reserve currently has a presence in 1042 centers worldwide. The Army Reserve owns 942 Reserve Centers, and are tenants in 150 more (owned by Army, Army National Guard, U.S. Navy Reserve, U.S. Air Force Reserve, and the U.S. Air Force National Guard). Additionally, the USAR owns three Installations: Fort Buchanan, PR, Fort McCoy, WI, and Fort Hunter Liggett, CA, and two Reserve Forces Training Areas: Camp Parks, CA, and Fort Devens, MA. The USAR does not own Fort Dix, as it is a sub installation of Joint Base McGuire/Dix/Lakehurst and is totally owned by the Air Force.

vent or mitigate threats. It is designed to fill a niche where Army Reserve facilities, personnel, and information are primarily located off the installation and are inextricably linked with the civilian community. Critical Army Reserve Units, representing significant percentages of important capabilities for the Total Army, are more vulnerable from a host of threats because of their location off military installations. Protecting stand-alone units against unpredictable terrorist or criminal attack presents complex challenges. In most cases it requires thoughtful action beyond prescriptive instruction. ARPP Leaders continue to refine policy, procedure, and guidance for subordinate organizations and to develop courses of action for mitigating the detrimental effects of our budget-constrained environment. The Army Reserve is committed to implementing effective measures to deter, detect, prevent, defeat, and mitigate threats, and our leaders strive to identify and provide enhancements in operational procedures or programmatic resourcing to protect the Soldiers, Civilians and Family Members of the Army Reserve. Force Protection funding levels introduce risk for the protection of assets by challenging the Army Reserve's ability to protect its personnel and equipment against criminal, insider, and terrorist threats.

Army Reserve Way Ahead—Focus on Improving Readiness

The Army's role as the most highly trained and professional land force in the world is to defend the United States and its interests at home and abroad by providing expeditionary and decisive land power to the Joint Force and the Combatant Commands (CCMD). It does this through a concept known as Prevent, Shape and Win: Prevent conflict—with a credible force with sufficient capacity, readiness, and modernization; Shape the international environment—to enable friends and contain enemies; and be ready to Win decisively and dominantly—so as not to pay the price in American lives.³⁶

Recently, the Army published a new operational concept—Win in a Complex World—that articulates Army Reserve capabilities that support Total Force requirements. Consistent with United States Government, and Department of Defense (DOD) policy, and Joint Doctrine, it adds three core competencies that the Army Reserve is uniquely postured to support: shaping the security environment, setting the theater, and enabling cyber operations.³⁷

To support both concepts, the Army Reserve will do four things: work diligently to improve its readiness posture; remain engaged in operational activities; continue to improve our equipment acquisition and modernization levels; and increase our cyber capabilities.

Readiness Posture

The Army Reserve will focus on improving readiness through four related lines of effort: "Plan, Prepare, Provide," "Private Public Partnership (P3)," "Continuum of Service," and continued improvements to the health of the force.

Army Reserve Readiness Model: Plan, Prepare, Provide (PPP)

Our "Plan, Prepare, Provide" readiness model allows the Army Reserve to remain an operational force.

"Plan" refers to the regional alignment of Army Reserve forces with ASCCs and Geographic CCMDs. Part of this alignment includes the forward positioning of staff organized into Army Reserve Engagement Cells (ARECs) and Teams (ARETs).

"Prepare" is how the Army Reserve trains its Soldiers, Leaders, and Units as part of the Total Force. Utilizing a progressive approach, Army Reserve Soldiers and Units participate in individual and leader development events culminating in collective unit training exercises. The result is trained and accessible units ready to meet ASCC and CCMD mission requirements.

"Provide" is the actual deployment of Army Reserve Soldiers, Leaders, and Units in support of requirements at home (Defense Support of Civil Authorities) and abroad.

First implemented in support of the U.S. Army Pacific, PPP has proven effective, and is gaining traction elsewhere.³⁸ It ensures the Army Reserve is able to provide trained and ready forces for ASCCs, CCDMs, and the Total Force when needed across the range of conflict.³⁹ This is particularly true in the case of Operation

³⁶ Army website, article by CSA "Prevent, Shape, Win," December 12, 2011.

³⁷ TRADOC Pamphlet 525-3-1, The U.S. Army Operating Concept, Win in a Complex World, 2020-2040, 7 Oct 2014, p. vi.

³⁸ General Vincent Brooks, Regional Alignment of Forces Panel, AUSA Annual Conference, 15 October 2014.

³⁹ Joint Publication 3-0, Joint Operations, 11 August 2011, p. I-5.

United Assistance, the mission to coordinate logistics, training and engineering support to the U.S. Agency for International Development (USAID) to help contain the spread of the Ebola virus in West Africa, where access to clean water is critical.⁴⁰ Although not needed for the U.S. Government response, the Army Reserve was prepared to support this effort by providing significant water treatment and water purification capabilities to the African continent.

Private, Public Partnership (P3)

Private, Public Partnership (P3) is an effort that combines private sector capabilities with U.S. Code Title 10 training and the Army Training Strategy to enhance individual, leader, and unit readiness in the Army Reserve.⁴¹ This collaboration is conducted at little or no cost to the taxpayer. P3 provides the private sector with the highly skilled and educated employees that businesses need to succeed in a competitive marketplace in return for opportunities that enhance the skills of our Soldiers and the operational readiness of the Army Reserve. It does this by merging the best of Army training with civilian professional development to expand the skills and core competencies of Soldiers at the military and civilian level. This includes identifying and coordinating opportunities to support military missions as well as professional and personal development. It then puts those skills to work executing real world missions that not only advance the goals of partner organizations but support the strategic and operational role of the Army Reserve.

For example, Army Reserve Public Affairs Specialists improved their Individual readiness by completing paid internships with the Major League Baseball (MLB) Network. One of the three Soldiers selected for this opportunity later secured full-time employment with Columbia Broadcasting Service (CBS), while another is working for the broadcast industry in his hometown. The third iteration of this successful program is now underway. To enhance individual physical readiness, the Army Reserve partnered with world-renowned fitness trainer Tony Horton to develop targeted training videos to provide comprehensive fitness examples for Soldiers.

To improve Leader readiness, P3 is focused on partnerships with organizations that assist with credentialing, training, and mentoring opportunities that benefit civilian and military professionals.

In an effort to facilitate Unit readiness, P3 is partnering with private and public entities whose goals are to increase the quality of life in partner Nations through support of humanitarian and environmental improvement projects. The Army Reserve will participate in these projects through training missions that directly support ASCC and CCMD requirements. For example, in the Independent State of Samoa, the Army Reserve is working with two not-for-profit organizations—CitiHope and MedShare—to provide medical equipment, supplies and medication for the Faleolo Clinic as well as Army Reserve medical units to help train Samoans on how to use the equipment. The effort will not only operationalize the clinic, originally built by U.S. Pacific Command and increase medical capacity on the island, but strengthen U.S. relations with Samoa and New Zealand.

So, as you can see from just these few examples, P3 not only provides the highly skilled and educated employees business need to succeed in a competitive marketplace; and enhances the readiness of our forces at no additional cost to the taxpayers, but it unites and mobilizes the best of U.S. expertise, resources and ingenuity to address difficult world challenges.

Continuum of Service

The Army Reserve, in coordination with the Army, seeks to preserve the experience resident in the active component by retaining the best of their transitioning pool of Soldiers through the “Continuum of Service” program. While promoting a continuum of service makes good business sense, it also supports the Chief of Staff of the Army’s recent guidance to leverage the unique attributes and responsibilities of each component. These initiatives preserve the operational experience gained from more than 14 years of war while continuing to prepare Soldiers and Units to meet the future needs of the Nation.

⁴⁰ Dynamics and Control of Ebola Virus Transmission in Montserrado, Liberia a Mathematical Modeling Analysis, *The Lancet Infectious Diseases*.

⁴¹ In response to a comparatively high unemployment rate among Army Reserve Soldiers, the Army Reserve established the Employer Partnership Office (EPO) in 2008. The EPO leverages mutually beneficial relationships between civilian and military communities with a focus on developing career and training opportunities for Soldiers, Veterans, and Family members. That success benefits the Total Force by serving as the model for the DOD-sponsored Hero 2 Hired program. The EPO evolved into the Private Public Partnership Office, or P3O, which now provides a one-stop clearing house for private sector and non-DOD organizations interested in collaborating in mutually beneficial efforts that strengthen individual, leader, and unit readiness.

The Army Reserve provides the Nation an opportunity to capitalize on military members who truly are Soldiers for Life. Our Soldiers continue to maintain their military skills while they are part of the fabric of their communities across the Nation. As Soldiers transition from the active Army to the Army Reserve, we provide an opportunity to help them start a civilian career and continue in a part-time military status, allowing the Nation to retain the valuable service of these Soldiers.

In the same vein, as Army Reserve Soldiers move on and off orders, the Army Reserve is taking full advantage of the redesigned Transition Assistance Program (TAP) for those Army Reservists who meet the eligibility criteria (180 continuous days or more on active duty under title 10, U.S. Code).⁴² Like their Active Component counterparts, Army Reserve Soldiers must meet the Career Readiness Standards (CRS) prior to release from active duty.⁴³ Our eligible Reservists are fully engaged in attending and participating in the Transition Goals, Plans, and Success (GPS) curricula—a key element of the redesigned TAP.

Health of the Force: Medical/Dental Readiness

The health of the force is inextricably linked to Soldier readiness. Enhanced medical and dental readiness across the force maintains the overall readiness of Army Reserve Units. Deployable Soldiers are the centerpiece of our formations; the task of ensuring their medical and dental qualifications to deploy is essential to maintaining that readiness. The Army Reserve achieved historically high levels of medical readiness in 2014, but much work remains to be done.⁴⁴ While multiple initiatives are responsible for these improvements, we continue to make strides toward reducing the number of medical/dental non-deployable personnel within our ranks through two important initiatives: the Army Reserve Medical Management Center (AR-MMC) and the Army Selected Reserve Dental Readiness System (ASDRS).⁴⁵

The AR-MMC provides case management for Soldiers with medically non-deployable conditions until their condition is resolved or the Soldier reaches their Medical Retention Decision Point (MRDP). If the Soldier reaches their MRDP, the Army Reserve, AR-MMC, and Army Medical Command work together to provide improved processes for those Army Reserve Soldiers requiring entry into the Integrated Disability Evaluation System (IDES). Providing direct case management for Soldiers with profiles and an improved pre-IDES process has resulted in a nearly 25 percent reduction in the number of permanent profiles in the Army Reserve over the past 12 months.

The ASDRS continues to ensure dental treatment for Soldiers whose dental conditions make them non-deployable. Since ASDRS implementation began in September 2008, dental readiness has increased overall from 50 to 89 percent. Currently, less than 5 percent of the Army Reserve is non-deployable due to a dental condition.⁴⁶ If medical and dental readiness remains fully funded, we are on track to achieve our medical readiness goal of 85 percent in the current budget and program years.

Suicide Prevention

Sadly, other health-related concerns are not as easy to address as medical and dental issues. Many Soldiers continue to face life challenges and need our help. We are committed to providing the best resources and training available to assist our community-based Soldiers, Civilians, and their Families in times of financial, spiritual, physical, or personal stress. We have many programs to support the resilience

⁴²TAP provides information and training to ensure these eligible Reservists, returning from active duty to their Reserve Component Units, are prepared for reintegration to civilian life. Opportunities include pursuing additional education, returning to civilian employment, looking for career opportunities in the public or private sector, or starting their own business.

⁴³CRS are a set of common and specific activities and associated current deliverables (documentation within the last 12 months) that must be achieved to demonstrate Service members are prepared to transition effectively and pursue their personal goals. For example, they must complete a 12-month post-separation budget or, if they plan on pursuing a degree, they must show a completed application to an institution of higher learning or letter of acceptance.

⁴⁴Surgeon, OCAR. The number of medically non-deployable Soldiers in the Army Reserve decreased from nearly 40,000 (>20 percent of the force) in March 2012 to approximately 17,000 (<10 percent of the force) in September 2014. The Army Reserve goal for medical non-deployable Soldiers is < 5 percent of the force (10,100 of the 202K end strength).

⁴⁵Surgeon, OCAR. Implementing a requirement for annual medical and dental assessments in 2008 improved our ability to adequately determine the medical and dental readiness of the force. Additional initiatives include; Decrease Non-compliance (reduce medical indeterminate), Improve Dental Readiness, Reduce Medical Non-Deployable, Reduce Medical Readiness Turbulence, and Improve Medical Readiness Reporting (Visibility).

⁴⁶Surgeon, OCAR. The Army Reserve goal for dental non-deployable is < 3 percent of the force (6,060 of the 202K end strength).

of Soldiers, but our most pressing concerns are focused on preventing the tragedy of suicide and eradicating the scourge of sexual assault and harassment.⁴⁷

While there is no universal set of factors leading to a suicidal event, the detailed analyses of Army Reserve 15–6 investigations of suicidal events have helped us identify some important trends. For example, many Soldiers who commit suicide are male, single, junior-enlisted Soldiers that have not mobilized, are unemployed, and are suffering from relationship and financial challenges. This effort helped inform the development of five best practices to combat the issue of suicide within our ranks. First, we mandate personal contact with Soldiers and Family members between Battle Assemblies. This is a particular challenge for a geographically dispersed force that requires creative solutions to overcome. Second, we are trying to establish enduring cultural change, systems, and processes that integrate resilience into our Soldiers and Families. Third, we emphasize attention to “newly” assigned Soldiers to ensure their transition is a positive one. Fourth, we promote and advertise local resources (e.g., Fort Family) that help address the issue. Finally, we encourage public, command recognition of Soldiers who intervene and take action to prevent a suicide and help a Soldier or a Family member (e.g., the “Promoting Life” Awards Program).

As we continue to struggle with the tragedy of suicide in our ranks, we are emphasizing vigilance through proactive prevention and intervention training.⁴⁸ For example, Army Reserve initiatives to prevent the tragedy of suicide include: Ask, Care, Escort Suicide Intervention Training (ACE-SI) for Unit Junior Leaders and First-Line Supervisors; Applied Suicide Intervention Skills Training for Trainers (ASIST T4T) for Unit first responders and ASIST T2 (2-day training) for Gate-keepers; a Leader Guide and Battle Buddy Computer Application; and additional education and awareness at Pre-Command Courses.

As a geographically dispersed force, we have less frequent physical contact and limited access to military installation support. Therefore, we have placed 36 Suicide Prevention Program Managers (SPPMS) positions and increased access to counselors and resources across our formations, with an emphasis on reducing the stigma associated with personal, Family, or behavioral health issues. To date, we have hired 26 of these 36 suicide prevention program managers—a good news story.⁴⁹

Sexual Harassment and Sexual Assault

Like suicide prevention, the Army Reserve is committed to preventing, deterring, and responding to Sexual Harassment and Sexual Assault in its ranks. However, both Sexual Harassment and Sexual Assault remain a challenge for the Army Reserve for a number of reasons.

Since fiscal year 2012, the Army has taken a number of steps to reduce Sexual Harassment and Sexual Assault in the Army.⁵⁰ To aid in this effort, the Army Re-

⁴⁷ G1, United States Army Reserve Command, 13 JAN 15. The Army Reserve averaged 45.66 suicides a year (274 total) from CY 2009 (35) to CY 2014 (40; 35 confirmed, 5 under investigation)—(CY 2010—49; CY 2011—42; CY 2012—50; CY 2013—57 and 1 Civilian employee). To date (CY 2015), the Army Reserve has suffered no suicides.

⁴⁸ G1, United States Army Reserve Command. For example, Army Reserve initiatives to prevent the tragedy of suicide include: Ask, Care, Escort Suicide Intervention Training (ACE-SI) for Unit Junior Leaders and First-Line Supervisors; Applied Suicide Intervention Skills Training for Trainers (ASIST T4T) for Unit first responders and ASIST T2 (2 day training) for Gate-keepers; a Leader Guide & Battle Buddy Computer Application; and additional education and awareness at Pre-Command Courses.

⁴⁹ G1, United States Army Reserve Command. Vacant Positions exist in 10 commands: the 377th Theater Support Command (TSC), 416 Theater Engineer Command (TEC), 310th Expeditionary Sustainment Command (ESC), 79th Sustainment Support Command (SSC), 95th Training Command, 80th Training Command, the 316th Expeditionary Sustainment Command (ESC), the 310th Expeditionary Sustainment Command (ESC), the 88th Regional Support Command (RSC), the 1st Mission Support Command (MSC), and the 364th Expeditionary Sustainment Command (ESC).

⁵⁰ In fiscal year 2012, Department of the Army combined these functions and mandated dedicated, full-time personnel to manage the SHARP program through Sexual Assault Response Coordinators (SARCs) and Victim Advocates (VAs). On 6 May 2013, the Secretary of Defense signed a memorandum directing the implementation of the DOD Sexual Assault Prevention and Response (SAPR) Strategic Plan. This memorandum outlined several specific measures for immediate implementation. The first task was “Ensuring Appropriate Command Climate.” The Army directed workplace inspections for displayed material in violation of AR 600–20 and non-compliance with promoting an environment of dignity and respect. The workplace was defined as all buildings, areas, facilities where Soldiers, Civilians, and Contractors are required to perform assigned duties, and also include vehicles, vessels and aircraft. On 17 May 2013, the Secretary of Defense signed a memorandum directing a Sexual Assault Prevention and Response Stand-down, specific leader engagement strategies to be followed, and new, required credentialing/screening parameters to be used for SHARP personnel. The Army Reserve successfully completed all of these actions.

serve established four full-time Special Victim Counsel (SVCs) positions, located at each of the four Regional Support Commands; 52 Troop Program Unit (TPU) SVCs, located at the Army Reserve General Officer Commands (GOCOMs); and 29 SVCs, located within each Legal Operation Detachment.⁵¹

The Army Reserve also established 50 full-time Sexual Assault Response Coordinator/Victim Advocate (SARC/VA) positions that span the footprint of the Army Reserve.⁵² The Army Reserve identified two of these as Active Guard and Reserve positions, and 48 of them as full-time, military technician (MILTECH) positions.⁵³ Currently, 41 of the 48 MILTECH positions are filled.⁵⁴ The Army Reserve is actively working to fill all 50 positions.

The Army Reserve is responsible for five Department of Defense (DOD) Safe Helpline (877-9955249) phone numbers published on the DOD Safe Helpline web site and other locations.⁵⁵ These Helpline services provide additional resources for complainants and victims of sexual assault. The Army Reserve held a SHARP Forum in November of 2014, bringing all Operational, Functional, Training and Support Command (OFTS) SARCs and VAs together to discuss the latest DOD Policies, best practices, as well as provide multiple, hands-on training opportunities. To complement this effort, I will conduct a Senior Leader Forum on SHARP in March of 2015.

In spite of these efforts to combat Sexual Harassment and Sexual Assault, the Army Reserve observed an increase in the reported number of sexual assault cases and sexual harassment complaints over the last 3 years. In fiscal year 2012, Army Reserve SHARP personnel in the field received 13 formal complaints of Sexual Harassment. In fiscal year 2013, the number of formal complaints documented in the Incident Case Reporting System (ICRS)—the official database of record for Sexual Harassment—increased to 27. In fiscal year 2014, the Army Reserve had 22 formal complaints documented in ICRS. In fiscal year 2012, there were 21 cases of Sexual Assault in the official database of record, the Defense Sexual Assault Information Database (DSAID). In fiscal year 2013, there were 83 cases of Sexual Assault in the DSAID. In fiscal year 2014, there were 119 cases of Sexual Assault in the DSAID.

While the increase in reports is in line with Army goals to increase reporting, there is no way of knowing precisely why the number of reported incidents rose. Some have asserted a positive change in Army culture led to increased reporting. Others have posited that improvements in DOD reporting are responsible for the increase. Regardless of what drove the rise in reporting in the Army Reserve, what we can say with some certainty is that shared access to improved DOD and HQDA automated systems has helped the Army Reserve track and analyze Sexual Harassment complaints and Sexual Assault cases. Our goal is to utilize improved analytics to inform current and future mitigation efforts. Moreover, we have observed a demonstrated positive impact in the force following the adoption of a more aggressive focus and stance on Sexual Harassment and Sexual Assault. For example, Chief Warrant Officer 5 (CW5) Debra Blankenbaker (7th Civil Support Command SARC) received the Army and U.S. Army Europe (USAREUR) 2014 Sexual Assault Prevention Innovation Award for the bystander intervention training she developed. She was recognized with a Meritorious Service Medal from LTG Bromberg, Department of the Army G1, and an Army Reserve Commendation Medal from MG Piatt, the Deputy Commanding General of USAREUR. The 99th Regional Support Command created a SHARP quick reference book for SARC/VA personnel, command teams, and civilian supervisors. This book contained victim referral information for almost every community supported by the 99th RSC. The 99th RSC also established a well-being academy located on Joint Base McGuire-Dix-Lakehurst. The academy provides training courses in SHARP, ASAP, Suicide Prevention, and Resilience. Classes are

⁵¹ SVCs are part of the Army-wide effort to ensure that sexual assault victims are provided responsive and timely support throughout the investigation and judicial proceedings. SVCs have the professional duty to provide advice to their clients and to represent their clients throughout the military justice process. The SVC's primary duty is to zealously represent the best interests of their clients as required by the attorney-client relationship even if their client's interests do not align with those of other interested parties, to include the Government of the United States.

⁵² Prior to fiscal year 2013, Troop Program Unit military personnel or civilians handled all cases of sexual assault as a part-time, additional/collateral duty.

⁵³ Deputy Chief, Services and Support Division, U.S. Army Reserve Command. The officer position(MAJOR) is filled; the enlisted position (Master Sergeant (MSG)) is VACANT. The enlisted position will fill o/a FEB 2015, and the Soldier assigned to this position is trained and credentialed.

⁵⁴ Human Resources Division, Office of the Chief, Army Reserve. As of 12 JAN 15, 7 positions are pending fill. Of those 7, 2 candidates are waiting on final background check verifications and 3 candidates are still active in the recruitment process.

⁵⁵ USARC SHARP remains in constant contact with the DOD Safe Helpline to ensure hotline numbers are updated and each State is linked to a Regional Hotline number.

open to all Soldiers regardless of their geographical location. Finally, the Army Reserve supported the recent CSA SHARP Advisory Panel (16 OCT 14) with three panel members. The panel connected senior leaders and unit-level practitioners to share a common vision; voice Army Reserve concerns; and capture lessons learned to improve SHARP-related activities.

In short, Sexual Harassment and Sexual Assault are incompatible with Army Values. The Army is committed to reducing, and eventually eliminating, sexual assault from the ranks through a comprehensive Sexual Harassment/Assault Response and Prevention (SHARP) Campaign Plan that is focused on enhancing prosecution, investigation, victim advocacy, assessment and accountability. Army policy promotes sensitive care and confidential reporting for victims of Sexual Harassment and Sexual Assault, and appropriate accountability for those who commit these crimes. I expect no less in the Army Reserve. I am fully committed to maintaining an environment free of sexual harassment and sexual assault throughout the Army Reserve. After all, the Army Reserve is a large, extended family that consists not only of Soldiers and their Family members but one that extends to all our Civilian employees and the Contractors who work side by side with us. We do not tolerate inappropriate behavior in the Army Family. Rather, Family members take care of one another.

To accomplish that end state, we remain committed to strengthening our ability to track, investigate and hold perpetrators appropriately accountable, while increasing our emphasis on providing help to victims.⁵⁶

Army Reserve Family Programs

Army Reserve Family Programs supports the unique needs of Army Reserve Soldiers and their Families.⁵⁷ These include youth development programs and services, 24/7 outreach call centers, and warrior transition. For example, the Fort Family Outreach and Support Center at <http://arfp.org/fortfamily.html> or via the Fort Family phone number at 1-866-345-8248) provides live, relevant, and responsive information to support Army Reserve Soldiers and Families. Fort Family is a single gateway to responsive Family Crisis Assistance, available 24/7, 365 days a year. It provides a unit and community-based solutions that connects people to people. By pinpointing Families in need and local community resources, the Fort Family Outreach and Support Center can quickly connect the Soldier and Family to resources, providing installation-commensurate services in the geographic location of the crisis. Fort Family Outreach and Support Center has established a community-based capacity by engaging our Nation's "Sea of Goodwill" to support Soldiers and Families close to where they reside. Simply stated, Fort Family via web or phone connects Soldiers and Families with the right service at the right time. Additional funding for Family programs could accelerate all of these efforts.

*The Army Reserve Ambassador (ARA) Program*⁵⁸

The Army Reserve Ambassador (ARA) program was established in April 1998 to enable private citizens to promote awareness of the Army Reserve and my identified goals and objectives.⁵⁹ ARAs develop awareness and advocacy with community leaders and are vitally important bridges to communities across the Nation. ARAs educate the public, community leaders and congressional staff offices about the capabilities and value of the Army Reserve and its Soldiers. They establish open lines of

⁵⁶The USARC SJA is currently tracking 156 sexual assault/sexual contact cases (Article 120 cases) (some are years old, not for recent incidents). This includes: 73—cases "Under Investigation" (includes CID, civilian authorities, and AR15-6 investigations); 23—cases under "Civilian Prosecution" (these cases will almost invariably shift to the Administrative Action category as General Officer Memorandum of Reprimands (GOMOR) and Separations); 15—"UCMJ Actions" (includes ongoing CMs (13) and Article 15s (2)); 45—"Administrative Actions" (this includes separations and reprimands); 23 separations based on UCMJ or Civil conviction; and 22 GOMORs/ separations due to various reasons.

⁵⁷Army Reserve Family Programs; database available online at: <http://arfp.org/programs>.

⁵⁸Army Reserve Ambassador Program. Data available online at: <http://www.usar.army.mil/community/ambassadors>.

⁵⁹Ibid. "Ambassadors are currently appointed by the CAR, via nomination from Regional Support Command/General Officer commanders. The nominee cannot be an actively-serving member of the National Guard, Ready Reserve (Selected), Individual Ready Reserve, Federal Government or be a Federal elected/appointed official. Their function is similar to that of Civilian Aides to the Secretary of the Army (CASA), and they carry a protocol status equivalent to a major general. While not all ARAs have military experience, many are retired officers or senior non-commissioned officers who wish to remain engaged in military affairs. They function at the State and local level and voluntarily represent the CAR without salary, wages or other benefits. Each State and territory has at least one ARA. Most beneficial is that they provide "continuity" over the long term; while local Army Reserve team leaders come and go, Ambassadors are vested in the community."

communication within these communities to help establish mutually supporting relationships with community leaders and community organizations. ARAs promote support for Soldiers and their Families during deployments and play an active role in facilitating community support through “welcome home” ceremonies and the Yellow Ribbon Program. Maintaining this invaluable program is critically important to improving the health of the force while strengthening the ties that bind America to its Army.⁶⁰

Operational Integrators

The regional alignment of forces and the development of Army Reserve Engagement Cells (AREC) and Teams (ARET) are two ways the Army Reserve remains engaged in operational activities.⁶¹ Regionally aligned in accordance with Department of the Army policy, Army Reserve Units and Soldiers remain committed to helping the Army engage regionally to “ensure interoperability, build relationships based on common interests, enhance situational awareness, assure partners, and deter adversaries” by providing robust and continuing support to multiple exercises in every CCMD’s area of operation.⁶² A budget-neutral initiative staffed entirely from within existing Army Reserve structure, ARECs and ARETs help ASCCs and CCMDs integrate Army Reserve capabilities into theater-level plans, exercises, and operational activities.⁶³ As end-strength is reduced to comply with both constrained budgets and other directives, the AREC/ARET concept will ensure Army Reserve forces are wholly integrated into the Total Force, facilitate the Reception, Staging, Onward Movement, and Integration (RSOI) of USAR Soldiers and Units, and enable the supported command’s Title 10 USC responsibilities for contingency operations and Theater Security Cooperation events. They also advance implementation of the Army Reserve’s Regional Alignment of Forces, and provide reach-back capability to theater enabling commands and expertise based in the United States. At the same time, ARECs and ARETs help the ASCCs and CCMDs better understand Army Reserve processes and authorities as they plan Army Reserve forces to support theater operations. The Army Reserve currently has signed AREC memoranda of agreement with U.S. Army Pacific (USARPAC), U.S. Army North (ARNORTH), U.S. Army South (ARSOUTH), and U.S. Army Africa (USARAF). Likewise, the Army Reserve has signed ARET memoranda of agreement with 1st CORPS, U.S. Pacific Command, U.S. Army Japan, Eighth Army, U.S. European Command, U.S. Central Command, U.S. Northern Command, and U.S. Africa Command.⁶⁴

Cyber Capabilities

As new missions arise from emerging threats, the Army Reserve is well positioned to lead in the cyberspace domain. Currently, more than 3,500 Army Reserve Soldiers support cyber operations.⁶⁵ As threats and technologies evolve, the civilian skills that Army Reserve Soldiers possess will enable our formations to provide a highly specialized talent pool to meet current needs and develop emerging capabilities. We are committed to building 10 cyber protection teams and an Army Reserve Cyber Training Element that includes an opposing force of more than 800 highly

⁶⁰ Ibid. For more information visit the Army Reserve Ambassadors Association of the United States website at www.arambassador.org. Email your Ambassador inquiries to usarmy.usarc.ocar.ambassador@mail.mil.

⁶¹ OCAR G-3/5/7 (FWD). An Army Reserve Engagement Cell (AREC) is a tailored, forward-deployed Army Reserve planning element (10–17 Soldiers in an Active Guard and Reserve status working under the direction of an Army Reserve General Officer (O-7) in an Individual Mobilization Augmentation status) designed to work in direct support of ASCC’s. An Army Reserve Engagement Team (ARET) is a scaled and tailored, forward-deployed AR planning element (4–8 Officers (O4–O5) in an AGR status led by an Army Reserve Colonel (O-6)) designed to work in direct support of each Geographical Combatant Command and Corps.

⁶² TRADOC Pamphlet 525-3-1, The U.S. Army Operating Concept, Win in a Complex World, 2020–2040, 7 Oct 2014.

⁶³ OCAR G-3/5/7 (FWD). Implementing the Army Reserve Engagement Cell/Team concept requires the management of bills and bill-payers to change approximately 230 TDA force structure positions throughout HQ USARC and the OFTS commands.

⁶⁴ G-3/5/7, USARC. As of 16 DEC 14, 12/19 MOAs are signed, and 77 of 224 positions are assigned, to include: 1 of 6 General Officer positions.

⁶⁵ OCAR G-3/5/7 (FWD). These 3,500 Soldiers come from Theater Signal brigade assets that provide defensive cyber operations support to DODIN. These 3500 positions supporting cyber operations encompass Soldiers assigned to perform a Cyber Security mission set. The 1545 by fiscal year 2016 represent those assigned to cyber units performing cyber as their primary mission. The rest encompass the Signal Soldiers assigned down to the unit level who perform their cyber security mission in support of the overall DOD information network. While not assigned as “cyber” Soldiers, their oversight and defense of the network must comply with the cyber effort in order to enable our layered defense.

skilled cyber warriors in support of U.S. Cyber Command.⁶⁶ This force structure effort is budget neutral, which reflects both a win for the Army and the Nation.

CONCLUSION

Dual Roles

The Army Reserve has two critical roles—the operational Federal reserve of the Army and a domestic emergency and disaster relief force for the Nation.⁶⁷ Flexible and scalable, the Army Reserve tailors its organizations to meet a variety of operational missions and other activities across the Conflict Continuum.⁶⁸ In this role, Army Reserve forces are an essential partner in preventing conflict, shaping the strategic environment, and responding to operational contingencies at home and around the globe.

As an operational force, it provides trained, ready, and equipped Soldiers, Leaders, and Units to the Total Army and the Joint Force. For example, Army Reserve intelligence Soldiers provide 86,385 man days of support to Army missions. Multiple, short vignettes exemplify this point. The 368th Military Intelligence Battalion (Theater Support) runs the night-shift for the Korean Peninsula, providing all required geospatial intelligence (GEOINT) products to the Army. In fiscal year 2014, the 323rd Military Intelligence Battalion (TS) provided approximately 990 man-hours of real world, relevant, actionable intelligence production support to 66th Military Intelligence Brigade and the AFRICOM AOR, and the CENTCOM Army Reserve Element completed some 801 man days of all-source analysis in support of (ISO) the J2 Iraqi Fusion Cell. When the 505th Military Intelligence Brigade (USAR) is activated and the U.S. Army Reserve Military Intelligence Readiness Command (MIRC), U.S. Army Intelligence and Support Command (INSCOM), and U.S. Army North (ARNORTH) finish defining manpower and funding roles for all components, the Army Reserve will have the intelligence mission for Northern Command's entire homeland defense. The Army Reserve's Expeditionary Sustainment Commands deploy to locations devoid of infrastructure to facilitate the opening of seaports and airports, while our logistics and supply chain personnel are experts at moving life-saving materiel and services into affected areas.

The Army Reserve also stands ready to support Federal, State, and local authorities for domestic emergency and disaster relief efforts at home.⁶⁹ This includes support to Command and Control Chemical, Biological, Radiological, Nuclear Response Element (C2CRE) and Defense Chemical, Biological, Radiological, Nuclear and high-yield Explosives (CBRNE) Response Force (DCRF) missions. Army Reserve medical evacuation helicopters can rapidly transport patients to critical care facilities, and our medium and heavy lift helicopters can deliver life-sustaining supplies, equipment, and construction material into devastated areas. Army Reserve engineer units include search and rescue teams, debris removal capabilities, horizontal (e.g., roads and airfields) and vertical (e.g., buildings and infrastructure) construction as well as bridge construction capabilities. We also have a prime power company which can provide commercial-level electrical power to affected areas.

Readiness-Focused

The Army Reserve's focus as a critical, dual-use force is on maintaining the readiness of its lifesaving and life-sustaining capabilities that complement and enable the Total Force. For example, the Army Reserve possesses nearly 20 percent of the Army's organized units, a large portion of its supporting enabling capabilities, and almost a quarter of its mobilization base expansion capability.

⁶⁶ OCAR G-3/5/7 (FWD). These 800 Army Reserve Cyber Soldiers are current Army Reserve assets plus TAA 16–20 wedge (ARCOG, Wedge (400), DISA ARE, & 1st IO Command 'ARE').

⁶⁷ 2012 National Defense Authorization Act. In 2012, Congress provided the Department of Defense with new Reserve Component access authority in 10 U.S. Code § 12304a. This authority cleared the way for the Army Reserve to assist our fellow Americans during domestic emergencies when Federal assistance is requested by the Governors through the Federal Emergency Management Agency.

⁶⁸ Joint Publication 3–0, Joint Operations, 11 August 2011, p. I–5.

⁶⁹ The Army Reserve also provides 100 percent of the Army's Emergency Preparedness Liaison Officers (EPLOs) and 33 percent of the DOD EPLOs. EPLOs coordinate military assistance to other Federal agencies and State governments. These Army Reserve EPLOs maintain communications between the DOD, Federal, State, and local governments, and nongovernmental organizations to coordinate assistance between all parties during emergency response events, serve as subject matter experts on capabilities, limitations, and legal authorities, and track Army Reserve assets in their States and regions.

*Fiscally Efficient*⁷⁰

The Army Reserve's 198,000 Soldiers and 8,490 Military Technicians provide nearly 20 percent of the Army's total force for less than 6 percent of the Total Army budget. We also accomplish our mission with only 13 percent of our component serving as full-time support (FTS)—six percent less than the average across all Services' reserve components. As good stewards of America's resources, the Army Reserve continually seeks innovative and cost effective joint training opportunities. For example, during Innovative Readiness Training exercise Northern Louisiana Care 2014, Army Reserve Soldiers from the 865th Combat Support Hospital partnered with service members from the Navy and active duty Army to set up clinics in Winnnsboro, Louisiana.⁷¹ They provided medical, dental and optometry care to residents who did not have regular access to healthcare.⁷² In the first day alone, 201 underserved citizens received medical, behavioral health, dental, and vision services.⁷³ This real world training in a joint, civilian-military environment improved the command's readiness while helping deliver world class medical care to the people of northeast Louisiana, and represents Army Total Force policy in action.⁷⁴

Positive Economic Impact

In addition to providing the Army and the DOD a high return on investment, the Army Reserve positively impacts America's economy. Each year, as the Army Reserve executes the Army Training Strategy, local Soldiers, DOD employees, private businesses, and civilian contractors and administrative support personnel tangentially benefit from its presence in the States and communities in which it operates. In turn, tens of thousands of new industry, service-related,

small business, and other non-DOD jobs are created as a result of the Army Reserve's presence. Thus, investment in the Army Reserve generates essential military capabilities while also contributing to a positive economic climate for State and local communities.⁷⁵

A Component and a Command

As the only Army component that is also a command, the Army Reserve directly supports every Army Service Component Command (ASCC) and Combatant Command (CCMD) across the globe, with a footprint that extends across all 50 States, five territories, the District of Columbia, and more than 30 countries. Army Reserve Soldiers, Leaders, and Units form a local, State, regional, national and global force with unparalleled technical capabilities.⁷⁶ Structured to provide operational capabilities and strategic depth to the Army and the Joint Force, the Army Reserve effectively deploys critical capabilities and forces across the entire range of military operations.

⁷⁰According to recent studies by RAND, the Reserve Forces Policy Board, the Office of the Secretary of Defense, and the Center for Strategic and International Studies, the cost of an individual drilling Reservist who serves 39 training days per year is about 15 percent of the cost of an Active Component Service member. And a Reserve Component service member on active duty for an entire year costs about 80 to 95 percent as much as an Active Component member, although deployment costs are about the same.

⁷¹Defense Video & Imagery Distribution System, Northern Louisiana Care 2014, <http://www.dvidshub.net>, 8 July 2014.

⁷²Ibid.

⁷³Ibid.

⁷⁴U.S. Army Homepage, Reservists Assist Underserved U.S. Communities through Innovative Readiness Training, <http://www.army.mil>. "First authorized in 1993, IRT allows reserve-component Units to hone their wartime readiness through hands-on training, while simultaneously providing quality services to communities throughout the U.S. The Army Reserve's most recent mission took place on Fort Belknap, a geographically isolated Indian Reservation in north-central Montana. There, 33 Soldiers from subordinate units of the West Medical Area Readiness Support Group augmented the Indian Health Services Hospital. Named Operation Walking Shield, the mission began July 21, and concluded August 1. The Army Reserve staff consisted of eight different medical specialties to include lab technicians, dentists, physicians, critical care nurses, behavioral health specialists, optometry technicians and podiatrists. The augmentation of these Army Reserve medical personnel greatly enhanced the Fort Belknap Hospital's own medical staff of seven, enabling the clinic to nearly double the care it provides to the more than 5,000 members of the surrounding tribes. By conclusion of the exercise, the Army Reserve Soldiers treated more than 900 patients."

⁷⁵U.S. Army Reserve at a Glance, 2014, p. 8. "\$8,258,105,000 dollars spent; \$18,459,516,579 economic impact; \$5,386,489,000 in non-DOD wages; and 167,006 non-DOD jobs."

⁷⁶A significant portion of the Army's key support units and capabilities such as logistics, medical, engineering, Military Information Support Operations (MISO), and Civil Affairs reside in the Army Reserve.

Well-educated, Trusted Professionals

A well-educated force of trusted professionals, the Army Reserve holds 75 percent of the doctorate degrees and half of the master's degrees in the Army. Enhanced by the civilian skills, education, training, and experience of our Citizen-Soldiers, the Army Reserve's doctors and nurses, lawyers, scientists, engineers and information technology specialists, marketing and communications experts, and public safety professionals serve on the leading edge of their fields. When called to serve in uniform, they provide the professional expertise they have developed in their civilian careers to the Army and the Nation.

Tailorable, Scalable, and Responsive

Tailorable, scalable, and responsive, the Army Reserve has the capacity to provide more than 27,000 Soldiers annually, as individuals or units, to satisfy the DOD's operational requirements.⁷⁷ CCMD's need many of these Soldiers and Units in the first 45 days of an operation to build crucial theater operating capacity quickly and to sustain the war-fighter. Dispatching Army Reserve Logistics Support Vessels (LSV) to render aid in the Philippines the same day they were requested is a good example of the Army Reserve's accessibility and responsiveness.⁷⁸

Critical Capabilities, Civilian Skills, and Professional Expertise

Providing critical military enabling capabilities, civilian skills, and professional expertise to the Army and the Nation remains an Army Reserve core competency, which greatly assists the Army's effort to enable the Joint Force to "Win in a Complex World."⁷⁹ Army Reserve logistics, communication, and intelligence forces provide the "endurance to sustain operations" and the ability to "set the theater" that helps the Joint Force present America's enemies and adversaries with multiple dilemmas and multiple options.⁸⁰ Army Reserve Civil Affairs forces help the Army shape the global security environment.⁸¹ Army Reserve Military Information Support Operations (MISO) forces, Theater Information Operations Groups and Soldiers supporting Cyber operations help the Army operate in multiple domains.⁸² As we work together to develop the future force, we must carefully consider how we man, train, and equip these critical capabilities, and best leverage their capabilities to maximize the tenets of endurance, mobility, and simultaneity that they bring to the joint fight.⁸³

Mission-Focused

Today, the Army Reserve provides trained, equipped, and ready Soldiers and cohesive Units to meet the Nation's requirements at home and abroad. We are a combat-tested and integral element of the most decisive and lethal land force in the world. We have the most experienced Army Reserve in our Nation's history—one that has been completely integrated into the Total Army and the Joint Force, and remains operationally engaged via deployments and exercises. Never before in the history of our Nation has the Army Reserve been more indispensable to the Total Army and the Joint Force.

High Demand, Resilient Force

This steady demand for Army Reserve capabilities has introduced a new paradigm of reliance on the Army Reserve as a critical part of our national security architecture that must continue into the future. This is particularly true when we are faced with such a complex and exponentially evolving global security environment compounded by severe fiscal constraints. Given the likelihood that neither of these two conditions will change in the near term, we cannot lose the traction we have made in integrating the Total Force. Nor can the Army lose the sustainment and theater-level capabilities the Joint Force will require and the Army Reserve is structured to provide when the need arises.

Life-Saving, Life-Sustaining Force

In a rapidly changing and increasingly dangerous global environment fraught with fiscal uncertainty, the Army Reserve provides critical skills and depth as the

⁷⁷ This figure is an average derived from the rotational units with available force pool dates. The number changes slightly year to year.

⁷⁸ Lieutenant General Talley, Army Reserve Panel, AUSA Annual Conference, 13 October 2014.

⁷⁹ TRADOC Pamphlet 525-3-1, The U.S. Army Operating Concept, Win in a Complex World, 2020-2040, 7 Oct 2014, p. iii.

⁸⁰ Ibid, p. iii-iv.

⁸¹ Ibid, p. iv.

⁸² Ibid.

⁸³ Ibid, p. 19-20.

life-saving, life-sustaining Citizen-Soldier force for the Nation. A community-based force, the Army Reserve offers the Nation an effective insurance policy against strategic and operational risk. Whether performing combat missions and contingency operations, or saving lives and protecting property at home, our expeditionary formations continue to offer versatile, available, and effective capabilities to the Nation at reduced costs to the American taxpayer—a win for the Army and the Nation. The Army Reserve is a good return on America's investment—ready now, ready in times of crisis, and ready for whatever threats and challenges the future may hold.

Twice the Citizen—Army Strong!

Senator COCHRAN. Thank you, General.
General Jackson.

STATEMENT OF LIEUTENANT GENERAL JAMES JACKSON, CHIEF, AIR FORCE RESERVE

General JACKSON. Chairman Cochran, Vice Chairman Durbin, and distinguished members of the committee, thank you for the opportunity to appear before you today. I am honored to be here and to represent American citizen airmen as the Chief of the Air Force Reserve and as commander of the Air Force Reserve Command.

First, I want to highlight the nearly 70,000 Air Force reservists who comprise our combat-ready force. These men and women and their families are our greatest asset. Our citizen airmen provide the Nation with daily operational capability, strategic depth, and surge capacity needed to fly, fight, and win in airspace and cyberspace.

One of the great strengths of your Reserve is that 75 percent of our members are part-time and provide a cost-efficient and effective mission-ready force. On any given day, approximately 5,000 Air Force Reserve members are serving on Active Duty in support of combatant commanders.

Two weeks ago, we celebrated our 67th birthday as a component of the Air Force, and we are grateful for the significant contributions that our heroes have made since 1948. But today, I want to speak with you about why today's airmen are critical to our Nation's future.

General Welsh recently testified regarding the growing gap between warfighting demand and available capacity, which represents risk to our Nation. Your Air Force Reserve serves as a hedge against that risk.

As we look to the future, we understand the importance of properly balancing our three-component total force. Your Air Force Reserve will continue to fill demand and capacity gaps within our Air Force. To this end, our budget request includes an increase in our end-strength of approximately 2,100 personnel, and this increase is needed to retain Active Duty airmen who have transitioned to the Air Force Reserve and also to grow and support the missions of F-35, KC-46, ISR, and cyber.

Recently, our Nation faced a number of unexpected threats, including the rise of ISIS and the outbreak of Ebola. In all these instances, your Air Force Reserve has answered the call because we've been properly organized, trained, and equipped.

However, the Reserve component can only be useful if they remain at parity and fully interoperable with the Active component. Of particular concern to me is the need to recapitalize several Air Force Reserve major weapon systems in the near future. We need

to begin this recapitalization soon or a significant capability shortfall will occur.

PREPARED STATEMENT

And finally, the Service chiefs and other Reserve chiefs have testified about the devastating effects of sequestration and its impact on our military, and I share their deep concern. Sequestration-level funding degrades our readiness, hurts our people, and strains our ability to train and equip our force. Worse yet, no one can fully predict the long-term impacts.

Now more than ever, the Air Force Reserve must be ready for tomorrow's fight as well as we are for today's. And with this committee's continued support, we will be.

And I look forward to answering your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JAMES F. JACKSON

INTRODUCTION

Chairman Cochran, Vice-Chairman Durbin and distinguished members of the Subcommittee, thank you for the opportunity to testify before you today. I am honored to represent America's Citizen Airmen as the Chief of Air Force Reserve and Commander, Air Force Reserve Command (AFRC). The Air Force Reserve is a combat ready force comprised of nearly 70,000 Citizen Airmen stationed locally and serving globally.

The Air Force Reserve is a cost-efficient and mission effective force, providing our Nation with operational capability, strategic depth and surge capacity for both steady-state and contingency operations. Every day, Combatant Commanders leverage the Air Force Reserve to fly, fight and win in air, space and cyberspace. Since President Truman and Congress established the Air Force Reserve in 1948, Citizen Airmen have been critical to our Nation's defense. We are proud of more than six decades of exceptional service to the United States.

Today, the Air Force Reserve remains a counterweight to the rapidly-shifting strategic environment and a hedge against uncertainty. Recently faced with a number of unexpected threats, including the rise of the Islamic State in Iraq and Syria (ISIS) and the outbreak of Ebola, our Nation leveraged the capacity of the Air Force Reserve to respond in support of U.S. national interests. As ISIS drove thousands of Iraqis from their homes, we airlifted life-saving supplies to the Yazidi refugees, refueled strike packages, and delivered combat capability. When the Ebola outbreak threatened the world, the Air Force Reserve supported OPERATION United Assistance by providing medical capability and airlift capacity to deliver vital personnel and supplies to Liberia. With little notice, the Air Force Reserve responded rapidly and effectively because we remain a combat-ready force.

TODAY'S AIR FORCE RESERVE

Our mission is to fly, fight and win—in air, space and cyberspace. Citizen Airmen and their families are, without question, our greatest asset. Their selfless dedication, coupled with high levels of experience, ensure the Air Force Reserve is ready to respond anytime, anywhere.

As the Air Force continues to evaluate the Total Force mix through the Total Force Continuum process, we are identifying gaps between warfighting demand and the available supply of capabilities and/or forces. The Air Force Reserve is essential to filling many of these gaps and mitigating the associated risks by providing combat-ready forces to the warfighter. Every day, approximately 5,000 Citizen Airmen are mobilized, serving globally. The majority of these Airmen are volunteers. This is beyond impressive; it is exceptional. The Air Force Reserve contributes to every Air Force core function and performs nearly every mission the Active Component performs. Last year our Citizen Airmen performed nearly 500,000 man-days and filled more than 4,000 Air Expeditionary Force (AEF) deployment requirements with the lowest reclama rate of any Air Force major command.

Air Force Reservists serve notably as Remotely Piloted Aircraft (RPA) crews and maintainers, space operators, cyber warriors, and Intelligence Surveillance and Reconnaissance (ISR) experts. Last year Air Force Reserve RPA crews flew more than

18,000 sorties and provided over 40,000 combat support hours. The 655th ISR Group provided a total of 82,530 hours of ISR support to our joint partners. Additionally, the Air Force Reserve executed about one-third of the daily operational load across all space missions.

Moreover, the Air Force Reserve provides operational capability for homeland support, including 100 percent of Air Force weather reconnaissance with our Hurricane Hunters, 100 percent of the Department of Defense's aerial spray capability for pesticides, and aerial firefighting in conjunction with the Air National Guard. A mission-ready force, the Air Force Reserve is perfectly suited to fulfill these missions.

Our strategic depth makes the Air Force Reserve an indispensable component of our national defense team. Reserve Airmen provide accessible, ready manpower. Seventy-five percent of Air Force Reservists serve part-time and enable a cost-efficient force that is current, qualified, and ready to fight. Additionally, the Air Force Reserve consists of those members of the Inactive Ready Reserve and retired active duty members, who the President and Secretary of Defense may recall at any time when needed.

All components of the U.S. Air Force, including the Air Force Reserve, are ready and trained to the same high standard. The Air Force Reserve's high level of readiness allows us to respond to a crisis within 72 hours and seamlessly integrate with the Total Force. The integration of Citizen Airmen leverages valuable experience and provides continuity in Active Component units and on more than 50 staffs, including the Office of the Secretary of Defense, the Joint Staff, Combatant Commands, Headquarters Air Force, nine other major commands and many other Defense agencies. In addition to their military experience, Citizen Airmen leverage a diverse range of civilian experience, including attorneys, information technology professionals, healthcare providers, small business owners and corporate executives, to name a few. These civilian skills make our Air Force team even stronger.

This past year, the Air Force Reserve supported every Combatant Commander with operational capability and surge capacity. For example, the 482nd Fighter Wing deployed with F-16's to Afghanistan where they accounted for over 60 percent of kinetic airstrikes and supported more than 400 requests for close air support from troops in contact. Reservists from the 446th Airlift Wing led the first OPERATION United Assistance mission into Liberia, while our KC-10 and KC-135 units supported operations in U.S. Central Command. Our RPA crews from the 2nd Special Operations Squadron amassed more than 5,600 combat hours, flew over 700 sorties, and provided critical ISR and fire support capability to joint special operations forces in support of OPERATIONS Enduring Freedom, Copper Dune and Jupiter Garret. These examples are just a few that testify to our ability to meet combatant commander requirements at a moment's notice across the full range of military operations.

The ISR enterprise remains vital to the national security of the United States and our allies. Over the past year, the Air Force Reserve provided more than 80,000 hours of unrivaled ISR support for global operations, while the 665th ISR Group stood up its final four squadrons. This geographically distributed group consists of eleven squadrons providing geospatial intelligence, human intelligence, airborne linguist capability, signal intelligence, and ISR support to special operations.

Space, the ultimate "high ground," is equally vital to our Nation's strategic advantage. Because joint forces rely on space-based assets to, communicate globally, employ precision munitions, and operate distributed ISR networks, the importance of this domain cannot be overstated. The Air Force Reserve continues to provide unrivaled support to our space forces as we look for opportunities for growth in this domain. For instance, the 19th Space Operations Squadron recently conducted Launch and Early-Orbit operations on four global positioning satellites, enabling the delivery of enhanced precision navigation and timing signals along with a new civilian safety-of-life signal. In addition, our contributions at the Space Test and Training Range provided a safe and secure environment for space and cyber training during multiple Service, joint and theater-level exercises.

Air Force Reserve Airmen are experienced and dedicated professionals, who are always ready to support our Nation when called. We remain an essential partner in our three-component Air Force; however, being ready for today's fight is not enough—we must also look to the future.

TOMORROW'S AIR FORCE RESERVE

Experienced & Valuable

To prepare for future uncertainty, the Air Force Reserve must remain a viable and relevant force. Secretary James and General Welsh have testified on the criticality of our three-component Air Force. Shaping the Air Force Reserve portfolio to

optimize performance ensures we are ready to effectively respond to emerging Defense requirements. Like the Air Force, the Air Force Reserve must balance the demands of today with the challenges of tomorrow. We must focus on preparing for an uncertain and fast-paced future. I agree with Secretary James when she stated recently, “I would expect that . . . we will come up with additional missions, additional capabilities we would ask our Guard and Reserve to assume in the future, and so I see the future of our people program to be more reliant, not less reliant, on our National Guard and Reserve.”¹

The Air Force Reserve will continue to fill demand-capacity gaps within the Total Force. In fiscal year 2016, we must stop reducing our forces and grow back Air Force Reserve end-strength by 2,100 Citizen Airmen to meet critical current and emerging defense requirements, especially for the F-35, KC-46, F-16, ISR and cyber missions.

The Air Force recognizes cyberspace as a critical domain that enables and supports every mission area. Our Reserve Airmen are able to leverage their civilian experience to produce game-changing contributions, especially in the cyber and space career fields. The Air Force Reserve will continue to strengthen our cyber capabilities to ensure we are keeping pace with technological advances. We stood up our first cyber operations group in fiscal year 2013. Included in the fiscal year 2016 President’s Budget request are Air Force Reserve classic associate cyber protection teams, which will be tasked with defending our critical information within the cyber domain.

The Air Force benefits from the high level of experience and maximizes its investment in Airmen when they transition from the Active Component to the Air Force Reserve. In many cases, without a Reserve Component career option, many separating Airmen simply leave military service for the civilian sector, taking with them millions of dollars-worth of training and years of experience. Retaining these Airmen in the Reserve Component represents a significant cost savings, benefiting both the Total Force and the taxpayer. I am pleased to report that our prior service Air Force accessions have gone from 45 to 58 percent from fiscal year 2012 to fiscal year 2014. For instance, an Air Force pilot with 10 years of experience represents an investment of around \$3 million in formal training and millions more in operational training and experience. Within this 10 year period, the pilot has likely deployed and worked with coalition partners during combat operations and participated in large-force exercises such as Red Flag. The Air Force Reserve preserves and then further develops this experience, because the value of such investment in training and experience grows over an Airman’s career and is impossible to replace quickly.

Just as preserving experience benefits the Nation, integrating Reserve and Active Component forces creates efficiencies and fosters interoperability. The Air Force Reserve currently accounts for approximately two-thirds of the Air Force’s associations. As we look to the future, informed by our guiding principles, we will continue to prioritize Total Force Integration initiatives to optimize the Air Force Reserve’s contribution to the Air Force mission. We will remain ready—as one Air Force team—to fly, fight and win.

Equipped & Ready

As an integrated component of our Air Force, the Air Force Reserve must remain a relevant and capable force. We have maximized the service life of our systems with a combination of highly experienced maintenance personnel and priority modernization programs that ensure those Citizen Airmen called into combat are afforded the same level of weapons system capability as their Active Component counterparts. Our current modernization efforts revolve around upgrading legacy systems to enhance situational awareness and improve combat effectiveness. For example, we are upgrading our F-16 fleet with precision engagement enhancements such as advanced targeting pods, center display units and Helmet Mounted Integrated Targeting systems. We are modernizing many of our larger aircraft with defensive systems, such as Large Aircraft Infrared Countermeasures, next-generation threat detection systems and digital radar warning receivers to improve aircrew survivability and expand their mission envelope.

The capacity preserved by the Reserve Component is only useful if it remains at parity, in proper balance and fully interoperable with Active Component and Joint Force capabilities. Since 1990, the average age of Air Force aircraft has increased from 17 to 27 years, with the oldest airframes residing mostly in the Reserve Component. Despite our tireless modernization efforts and highly-experienced mainte-

¹ Department of Defense Press Briefing on the State of the Air Force; Presenters: Deborah Lee James, Secretary of the Air Force; General Mark A. Welsh III, Air Force Chief of Staff; July 30, 2014 (<http://www.defense.gov/Transcripts/Transcript.aspx?TranscriptID=5471>).

nance force, our aircraft and systems will eventually fail to keep pace with technological advances. Recapitalization of these weapon systems is required to ensure our unbroken support of defense requirements. Of significant concern to me is that unless the Air Force begins recapitalization of several Air Force Reserve airframes nearing obsolescence, a significant capability shortfall will soon threaten the operational capability and surge capacity upon which the Air Force, combatant commanders, and civil authorities now rely.

For example, a significant portion of the Air Force Reserve inventory is comprised of legacy C-130H aircraft, most of which are 40 years old and have exceeded the airframe design life. In addition to their primary tactical airlift and aeromedical evacuation roles, many of these airframes are used to conduct Reserve Component-only taskings here at home, including aerial spray and firefighting. Without deliberate recapitalization of our legacy C-130s, the Nation's tactical airlift capacity and these specialized missions could soon fall short of meeting operational requirements. Additionally, we need equipment enhancements, or we will not be able to operate in certain airspace in accordance with Federal Aviation Administration and International Civil Aviation Organization standards.

Of similar concern to me, our six Low Density/High Demand (LDHD) HC-130 aircraft used in the Personnel Recovery and Combat Search and Rescue mission are not yet included in the Service's recapitalization plan. To optimize Air Force Reserve contributions to this high-priority, LDHD mission set and help close the demand-requirements gap, we need to recapitalize our legacy HC-130 fleet with newer HC-130J aircraft.

Consolidated & Efficient

In addition to modernizing and recapitalizing our equipment, we must continue to exercise good stewardship of our facilities and infrastructure. The Air Force Reserve shares many facilities with the Active Component, which bolsters our cost-efficiencies. We have nine Air Reserve bases and are tenants at 58 locations. The Air Force Reserve shares approximately 80 percent of space at tenant locations including over 17.1 million square feet of facilities, primarily aircraft hangars and maintenance shops, with our active duty counterparts. While sharing facilities, equipment and aircraft reduces overhead costs, we require military construction dollars to modernize and maintain existing infrastructure. This year we requested \$65 million for the following modernization projects and their planning and design.

- Guardian Angel Operations Facility at Davis Monthan Air Force Base, Arizona
- Small Arms Firing Range at Youngstown Air Reserve Station, Ohio
- Medical Training Facility at Joint Base San Antonio, Texas
- Aircrew Life Support Equipment Facility at Patrick Air Force Base, Florida
- Satellite Fire Station at March Air Reserve Base, California

To make the best use of limited resources we will continue modernizing our facilities while reducing our footprint. Air Force Reserve Command will accomplish this by consolidating functions where possible and demolishing or divesting unnecessary, resource-draining infrastructure. We will continue to request funds to buy down our \$1 billion military construction facilities backlog. Our Facility Operations Capability Utilization Study process ensures we make every dollar count!

Resilient & Connected

Without question, our people—the men and women and their families who make up the Air Force Reserve—are our greatest strength and must be our top priority. Yet, ongoing budget uncertainty and arbitrary fiscal constraints degrade our readiness, hurt our people, and strain our ability to properly train and equip our force. On top of these challenges, with a 75 percent part-time force, our Citizen Airmen must effectively balance their civilian and military careers, while remaining attuned and responsive to the needs of their families. They do so remarkably well, but we must continue to strengthen our community of Citizen Airmen. In this area, I ask for Congress' continued support as you have provided in the past.

A unique challenge we face is driven by our reliance on dual-status (Title 5 and Title 10, U.S. Code) Air Reserve Technicians (ARTs) to provide full time support for the Reserve force. Dual-status ARTs represent over half of the Air Force Reserve's full-time workforce, many of whom serve as senior leaders. ARTs provide continuity for day-to-day operations and maintain responsibility for training and equipping traditional, part-time reservists. Unfortunately, ARTs remain vulnerable to furloughs and other setbacks experienced by government civilian employees. We cannot let another round of furloughs impact our Air Reserve Technicians. This has a direct impact on our readiness and responsiveness.

Also, as we continue to grow and develop our force, we must remain committed to taking care of our Airmen. The key to fostering strong and resilient Citizen Air-

men is maintaining a healthy reserve-work-life balance, something that is unique to the Reserve Component. Balancing a military career with both a civilian career and family demands is challenging. Last year the Air Force Reserve tragically lost ten Airmen to suicide, which was ten losses too many. This year our theme is, "I am connected." We want Citizen Airmen to have the resources available to develop a culture of resilience they can share with each other and their families.

One of the challenges we face is keeping Airmen and their families connected even when they are not in military status. Unlike the Active Component, many of our Airmen don't live near a base or installation where they have ready access to services on a day-to-day basis. In order to overcome this challenge, we are focusing efforts on creating and sustaining programs that support our Airmen no matter where they live.

The Air Force Reserve launched the Wingman Toolkit website and mobile application in 2010 that offers a "one-stop-shop" for resources and useful tips on all four components of the Comprehensive Airmen Fitness (CAF) model. CAF incorporates aspects of mental, physical, spiritual and social wellbeing of our Airmen. The Air Force recognized the power of this tool and is adopting it for the Total Force. This type of tool helps us reach our Airmen and their families even if they live far away from their units.

The Air Force Reserve is further promoting the culture of military connection to spouses and families. We are working hard to grow our Key Spouse Program, which is an Air Force commander and family program designed to enhance readiness and ensure a sense of Air Force community. This program is a fantastic opportunity for spouses and families to get involved. We believe by strengthening the connections our Airmen have with each other and their families, we can build a stronger and more effective force.

I also want to thank Congress for continued support of the Yellow Ribbon Program. Started almost a decade ago, this program supports Air Force Reserve members who are transitioning between their military and civilian lives. These fantastic events promote the well-being of reservists and their loved ones by connecting them with resources both before and after their deployments. Each year our command sends approximately 6,000 Citizen Airmen and their family members to these incredible events where they receive valuable information on educational benefits, healthcare, and available community resources.

We are dedicated to taking care of Airmen in their military careers and beyond. DOD programs such as the Employer Support of the Guard and Reserve and Hero2Hired are essential in supporting our Airmen by providing the help and resources they need to succeed in their personal and professional lives. By taking care of Airmen, we honor their dedication and service to this Nation.

CONCLUSION

The Air Force Reserve remains an integrated and combat-ready force, providing readily accessible daily combat capability, strategic depth, and surge capacity. We are proud to be an indispensable Air Force component supporting our national security. Our Citizen Airmen stand ready as a counterweight to instability and a hedge against future uncertainty, postured to defend our Nation against the threats of today and tomorrow. Thank you for your continued support.

Senator COCHRAN. Thank you.

Admiral Braun.

STATEMENT OF VICE ADMIRAL ROBIN R. BRAUN, CHIEF, NAVY RESERVE

Admiral BRAUN. Chairman Cochran, Vice Chairman Durbin, and distinguished members of the subcommittee, thank you for the opportunity to present an update on the United States Navy Reserve.

With me today is Force Master Chief C.J. Mitchell, and we're honored to represent more than 58,000 Reserve sailors and their families who proudly serve our Nation.

We appreciate the Senate resolution marking this year's centennial of the Navy Reserve, and recognizing the service and sacrifice of Navy Reserve sailors past and present. These citizen sailors represent every State in the Nation and have proudly served in every military contingency since World War I to present operations.

The Navy Reserve continues to be operationally engaged and integrated with the Navy, Marine Corps, and Joint Force. Reserve contributions have been critical to the Navy's ability to operate forward.

Over the past year, the Navy met combatant commander requirements with tailored force packages ranging from individual sailors to full units. In 2014, our sailors filled 75 percent of the Navy's individual augmentee requirements while our Seabee battalions and coastal riverine squadrons conducted rotational deployments to Afghanistan, the Middle East, and Africa.

Although today's Navy Reserve is 34 percent smaller than it was in 2000, the PB-16 (President's budget for fiscal year 2016) requested end-strength is based on continual efforts to optimize Reserve Force structure and employment. PB-16 will sustain the Navy Reserve's ability to be operationally engaged and ready to respond where it matters and when it matters.

There are, however, mission areas where we face increasing risks. Almost 15 years of increased OPTEMPO have taken a toll on the equipment our sailors operate, especially in naval aviation. This OPTEMPO combined with the current fiscal environment increases the importance of having the flexibility to make the best investment decisions with available resources, such as funding from the National Guard and Reserve Equipment Account.

Aircraft recapitalization is absolutely our top equipping priority for the Navy Reserve. For example, the C-48 transport aircraft is needed to provide flexible and responsive airlift in support of fleet operations around the world.

We also face continuing challenges in manning some of our high-demand career fields and appreciate the committee's support in providing accession and retention bonuses.

PREPARED STATEMENT

The Navy Reserve is keeping pace with evolving missions, leveraging the skills our sailors bring from the private sector to help develop innovative technologies and capabilities. For example, our sailors with civilian cyber skills are integrating into the cyber mission force, and units are standing up to support unmanned systems and the newest surface platforms.

The Navy Reserve will remain operationally proficient, highly trained, and surge-ready to meet the needs of the Nation. On behalf of our dedicated citizen sailors, I thank the members of the committee for your support and welcome your questions. Thank you.

[The statement follows:]

PREPARED STATEMENT OF VICE ADMIRAL ROBIN R. BRAUN

INTRODUCTION

Chairman Cochran, Vice Chairman Durbin, and distinguished members of the Subcommittee; thank you for the opportunity to present an update on the United States Navy Reserve. This year, as we celebrate the Centennial of the Navy Reserve, I am especially honored to represent more than 58,840 skilled and dedicated Reserve Sailors and Navy Civilians, as well as their families. From every State and territory, our Citizen Sailors have mobilized over 73,000 times in every theater of operations since 2001. This includes 2,947 personnel who deployed last year to sup-

port operations around the globe. On behalf of the entire Navy Reserve, I would like to extend my sincere gratitude for your continued support.

The Navy Reserve is more operationally engaged and integrated today than we have been in decades. Our contributions to the Total Force have proven critical to supporting the Navy's strategic plan to meet the Nation's security needs as determined by the 2012 Defense Strategic Guidance (DSG) and the 2014 Quadrennial Defense Review (QDR). The QDR calls for the Joint Force to "rebalance" in four areas, one of which is, "rebalancing capability, capacity and readiness . . ." The Navy Reserve specifically assists the Navy in this effort through our operational capabilities, flexible and timely surge capacity, and unique force structure. Full integration of these elements and capabilities provides the Navy and Joint Force flexible and reliable strategic depth and on-demand capabilities that are, "Ready now, Anytime, Anywhere."

A CENTURY OF SERVICE

The Navy Reserve was established by Congress in 1915, and for 100 years Reserve Sailors have answered the Nation's call to duty, serving in every U.S. conflict and national emergency. Since the terrorist attacks of September 11, 2001, Navy Reserve Sailors have been mobilized on shore and at sea, delivering security both at home and abroad, and providing tens of thousands of "boots on the ground" in places like Iraq, Kuwait, Afghanistan, and the Horn of Africa. Although today's Navy Reserve is dramatically smaller than the days when we made up 84 percent of the Navy's WWII force, we are more deeply integrated, operationally focused and combat proven than we have been in decades.

March 3, 2015 marked the Centennial of the Navy Reserve, providing a tremendous opportunity to recognize the contributions made by Navy Reserve Sailors over the past century. This year, at commemoration events across the country, we are highlighting how Citizen Sailors have responded during key times in our Nation's history, and how they still stand ready to serve. We look to the future and see a Navy Reserve, "Ready then, Ready now, Ready always!"

OPERATIONALLY ENGAGED

Over the past year, the Navy responded to Combatant Commander (CCDR) requirements with tailored force packages of Reserve units and personnel. Reserve Component (RC) solutions met the full range of support required, from Navy core missions to CCDR ad-hoc requirements.

Our force structure provided integration options ranging from the mobilization of an entire unit to the activation of a single Individual Augmentee (IA) Sailor. In support of their strategic surge roles, non-mobilized Sailors maintained their readiness through training and operational support to the Fleet. This model delivers increased flexibility and depth to the Total Force, and the experience gained by Reserve Sailors through mobilizations and operational support enhances the Navy Reserve's interoperability with the Active Component (AC) and the Joint Force.

The newly published revision of A Cooperative Strategy for 21st Century Seapower states the following:

"To ensure our active and reserve Sailors, Marines, and Coast Guardsmen-as well as civilians-remain our greatest asymmetric advantage; we will...Optimize the total force mix by strategically employing the Selected Reserve, managing differentiated talents to create more adaptive and agile warriors, and expanding Service opportunities to a wider population in support of peacetime operations and to provide essential surge capacity."¹

In line with this vision, we are engaging with Resource Sponsors to operationalize more of our RC to support steady-state operations and provide essential surge capacity.

As we reflect on the accomplishments of 2014, the Navy is already moving toward this vision. Last year the Navy Reserve was heavily engaged with deployments by Navy Mobile Construction Battalions (NMCB), Cargo Handling Battalions, Coastal Riverine units, Maritime Patrol squadron detachments, and Special Operations Force (SOF) capabilities delivered by both Reserve helicopter squadrons and RC SEAL Team units. Reserve Sailors filled 75 percent of the Navy's total IA requirements, enabling AC Sailors to fill critical at-sea billet vacancies. Reserve Sailors also provided direct support to CCDR and Fleet operations and exercises including RIMPAC, COBRA GOLD, and URGENT PROVIDER, comprehensively delivering greater than two million man-days of operational support.

¹CS21 Revision—A Cooperative Strategy for 21st Century Seapower.

In 2014, the Navy Reserve's flexibility facilitated assumption of the High Value Unit (HVU) escort mission from the Coast Guard at Groton, CT. Navy Expeditionary Combat Command's (NECC) Reserve Coastal Riverine Squadrons surged to meet this new requirement. By leveraging RC Sailors' experience gained through deployments in support of OCO missions, Navy Reserve Sailors will assume full mission responsibility for escorts in the ports of Hampton Roads, Mayport, Puget Sound and San Diego by the end of fiscal year 2016. This Total Force solution enables Navy's AC units to remain on their established operational deployment schedule.

SEAL Teams 17 and 18 are Navy Reserve units that provide SOF capabilities to CCDRs by deploying SEAL, Special Warfare Combatant Craft (SWCC) and combat service support personnel. The manner in which Naval Special Warfare (NSW) employs their RC Sailors is carefully considered and designed to deliver strategic benefits. They leverage the maturity, continuity, and experience offered by RC Sailors to generate long term region-specific expertise and cultural understanding and to cultivate a network of partners. NSW has also been drawing on their Reserve Sailors with specialized civilian experience to develop Unmanned Aerial System elements which provide vital augmentation to critical SOF missions.

Through ongoing mission analysis of the Navy Total Force Integration Strategy, U.S. Fleet Cyber Command has developed a Reserve Cyber Mission Force Integration Strategy that leverages our Reserve Sailors' skill sets and expertise to maximize the Reserve Component's support to the full spectrum of cyber mission areas. Within this strategy, the growth of 298 Reserve billets from fiscal year 2015 through fiscal year 2018 will be individually aligned to Active Component Cyber Mission Force teams and the Joint Force Headquarters-Cyber. Accordingly, the Joint Force Headquarters-Cyber and each Navy-sourced team will maximize its assigned Reserve Sailors' particular expertise and skill sets to augment each team's mission capabilities. As our Reserve Cyber Mission billets come online and are manned over the next few years, we will continue to assess our integration strategy to take advantage of RC Sailors' military and civilian expertise.

Commanders in the field have noted that the civilian professional expertise of Reserve Sailors enhances their military capability. As one Joint Task Force Commander recently noted, "The background and contemporary industry knowledge members of the Navy Reserve bring to my organization cannot be understated—they bring a unique set of skills which consistently results in a better solution or product when they work side by side with their active duty counterparts, government civilians and contractors." It is the unique combination of civilian and military experience and skills provided by Reserve Sailors that can offer the diversity of thought and insights which regularly generate innovation and act as a force multiplier.

NAVY RESERVE FORCE READINESS

The Navy Reserve focuses on providing Sailors who are available for mobilization at a moment's notice. Reserve Personnel, Navy (RPN) funding is essential to providing trained and ready Sailors to support the Navy, Marine Corps, and the Joint Force. On any given day, approximately 90 percent of eligible Sailors are mobilization ready. It is important to understand that mobilization readiness involves more than just training our Sailors for their jobs; it also includes ensuring our Sailors' resilience through medical, physical, spiritual and family readiness. In addition to RPN, these programs are supported with Overseas Contingency Operations (OCO) funding.

Personnel Readiness

Discretionary RPN funding in PB-16 is the primary means with which we generate readiness and provide operational support to the Fleet and CCDRs. A unique advantage of these funds is the immediacy with which they can be allocated to provide timely manpower and capabilities to support emergent requirements anywhere they are needed. As historical execution rates show, every dollar of RPN contributes to operational support, and I thank the committee for its continued support of discretionary RPN funding.

In addition to providing operational support for CCDRs, OCO ADT funds are used to provide RC Sailors with essential mobilization training. OCO funds also support critical resilience programs delivered via the Yellow Ribbon Reintegration Program (YRRP) to help RC service members and their families before, during, and after deployments. YRRP programs promote awareness and understanding of available resources to address unique challenges faced by Navy Reserve Sailors, especially as they reintegrate into their communities, families, and civilian jobs after mobilization. Reserve specific programs like these are necessary because, in many cases, our Sailors reside far from military installations where support services are traditionally provided. We are focused on building a culture where asking for help is encouraged

and looked upon as a sign of strength. These programs are vital in providing the continuum of care for our Sailors.

Equipping the Navy Reserve

Almost 15 years of increased operational tempo have taken a toll on a significant portion of the aircraft and other equipment our Sailors operate. In order to safely accomplish our assigned missions and seamlessly integrate with the AC, the Navy Reserve depends on modern and reliable hardware. As noted in DOD's fiscal year 2016 National Guard and Reserve Equipment Report, the Navy Reserve's top equipping challenges "continue to be aircraft procurement."²

Aircraft recapitalization is absolutely our number one equipping priority. It is critical for the Navy Reserve's ongoing operational support to the Naval Aviation Enterprise, and my staff has been working closely with the Active Component Resource Sponsors to address the Navy Reserve's future resourcing concerns.

Fiscal constraints have created an environment where we must be increasingly focused on extending the life of every piece of infrastructure and hardware; however, each has a finite lifespan and we accept increasing risk as we approach that limit. Even when we are able to extend the life of legacy equipment such as F/A-18A+ and P-3C aircraft, we cannot overcome the resulting interoperability barriers and maintenance issues associated with extended service.

The Navy Reserve's Tactical Support Wing (TSW), comprised of five Reserve squadrons, provides adversary training to the Fleet and assists in Fleet Replacement pilot production. Two of these squadrons, VFA-204 and VFC-12, fly F/A-18A+ aircraft as the Navy's strategic reserve of Carrier Air Wing (CVW) tactical aircraft. They maintain their readiness by filling a fleet operational support role of providing dedicated adversary support, also known as "Red Air", for Fleet Replacement Squadrons and deploying CVWs. Effective air-to-air training requires a skilled Red Air opponent and the TSW provides the Navy's recognized experts at adversary flying.

VFA-204, home-based in New Orleans, and VFC-12, home-based in Virginia Beach, are operating legacy F/A-18A+ Hornets that are nearing the end of their service life. As a group, the aircraft assigned to VFA-204 and VFC-12 are the oldest Hornets in the Navy, resulting in increased maintenance challenges. Reserve leadership is working with the Active Component to ensure our Reserve VFA community remains viable in the future.

Our Electronic Attack Squadron, VAQ-209, completed its transition from the EA-6B to the EA-18G Growler and was certified 'Safe for Flight' in May 2014. VAQ-209 has been deploying with the legacy EA-6B as part of Navy's expeditionary Airborne Electronic Attack deployments since 1995. They are scheduled to deploy with their new electronic attack aircraft in fiscal year 2016.

The Navy's strategic depth in the Maritime Patrol and Reconnaissance Aircraft (MPRA) community consists of two squadrons, VP-62 and VP-69, both of which operate legacy P-3C Orion aircraft. These units, based in Jacksonville, FL, and Whidbey Island, WA, have been instrumental in filling operational gaps in both deployed and homeland defense roles as the AC MPRA community transitions to the P-8A aircraft. By incorporating Reserve VP Squadrons into the deployment cycle, the Active VP squadrons will be fully transitioned to the new P-8A by fiscal year 2019.

Within the Fleet Logistics Support Wing, we will accept delivery of two C-40A cargo aircraft in fiscal year-2015, bringing our total inventory to 14 aircraft and a 15th C-40A will be delivered in fiscal year-2017. This will allow the Navy to continue fleet reconstitution following the 2014 divestiture of the inefficient and costly C-9B legacy aircraft. Navy Reserve C-40A cargo and passenger aircraft are classified as Navy Unique Fleet Essential Aircraft (NUFEA). As NUFEA they are critical supporting elements to all facets of Navy's deployed operations and are a prime enabler of Navy's support to CCDR requirements. The NUFEA C-40A program places the Fleet closer to realizing a more capable and cost-effective lift capability.

Following the direction and expectations communicated by the defense appropriations subcommittees, the Navy Reserve used prior National Guard and Reserve Equipment Appropriations (NGREA) to meet readiness and operational requirements. For example, the Navy Reserve invested in four new fully-equipped MK VI Patrol boats for our San Diego and Little Creek RC Coastal Riverine Force; we have invested in sustaining the fleet of F-5 adversary aircraft based at NAS Fallon and NAS Key West; and we have modernized and purchased new communications equipment for RC Sailors in Navy Expeditionary Combat Command (NECC). I thank you

²Fiscal Year 2016 DOD National Guard and Reserve Equipment Report.

for these funds that support our Nation's Citizen Sailors as they accomplish their mission.

FACILITIES

The Navy Reserve operates six region headquarters (Reserve Component Commands), two Joint Reserve Bases (JRBs) and 123 Navy Operational Support Centers (NOSCs). These facilities serve Navy Reserve Sailors and are located in all 50 States as well as Puerto Rico and Guam. Our NOSCs reside on and off DOD installations as both Navy-only and Joint facilities. These facilities are a mix of stand-alone NOSCs, Navy-Marine Corps Reserve Centers (NMCRC) and Joint Armed Forces Reserve Centers (AFRC).

We have made the best use of available military construction and facilities sustainment funding to provide the safe and modernized environment our Sailors need to maintain training and readiness. Where able, we have partnered with other service components to relocate NOSCs onto military installations to leverage existing infrastructure and share force protection efforts, such as the re-location of NOSC Pittsburgh, onto a USAF Reserve base. We have also partnered with other service components to establish tenancy in Joint Reserve facilities as we did with NOSC New Castle which now shares a facility with the Delaware National Guard. PB-16 supports the relocation of an additional stand-alone NOSC onto a DOD installation. In response to force structure adjustments and our commitment to gaining efficiencies across the Reserve Force, our Military Construction, Navy Reserve (MCNR) projects have enabled us to build modern, energy-efficient, and technologically current facilities.

As a part of the Navy's Energy Program for Security and Independence, the Navy Reserve continues to seek opportunities to gain energy efficiencies through modernization and new construction. For example, in fiscal year 2014 we funded seven collaborative energy-saving projects that will generate ongoing annual savings.

Our plans prioritize vacating obsolete buildings, such as the one currently occupied by NOSC Des Moines, a converted 1906 Cavalry barn listed on the National Register of Historic Places. In 2013, we partnered with the Marine Corps Reserve to construct a new Navy-Marine Corps Reserve Center. NOSC Des Moines is scheduled to transition into the new facility in 2017. Additionally, our plans also support the modernization and construction of two Joint Reserve Intelligence Centers (JRICs). These facilities are "hubs" of intelligence expertise that facilitate direct support to forward deployed warfighters and are a critical piece of the Joint Intelligence Program.

Each year we direct our Facilities Sustainment, Repair and Modernization funds to address the highest priority modernization and repair projects. As can be expected with facilities located in every climate across the country, unforeseen events can trump planned projects when we are faced with major repairs that result from destructive weather events or deterioration issues. In any given year we are only able to address a portion of our total facilities sustainment requirement. Adequate facilities are necessary to keep Navy Reserve Sailors ready to mobilize and deploy forward. Your support represents an essential investment in the future health and readiness of the Navy Reserve's Citizen Sailors.

COMMUNITY IMPACT

Navy Reserve Sailors are the face of the Navy in communities throughout the Nation. As they interact with the American public on a daily basis, they showcase the pride and professionalism of the U.S. Navy while supporting civic, educational, and community events.

Through the Secretary of Defense's Innovative Readiness Training (IRT) program, Guard and Reserve units conduct training missions that also support projects for underserved communities. During fiscal year-2015, Navy Reserve Sailors will help construct roads and buildings at the YMCA of the Rockies in Granby, Colorado; develop infrastructure for housing developments in the Fort Belknap Indian Community near Harlem, Montana; and provide medical, dental and optometry services in Sikeston, Missouri; Binghamton, New York; and Tuskegee, Alabama. The IRT program is a synergistic approach to meeting operational readiness training requirements while executing valuable community service projects.

Navy Emergency Preparedness Liaison Officers (NEPLOs) maintain strategic positions from which they respond to crises on a local, State or national level. NEPLOs plan and deliver integrated Navy support to civil authorities when domestic disasters occur. They are a cadre of senior RC officers who are trained to determine how Navy assets can best fulfill emergency response needs. As they train regularly with emergency response personnel and National Guard units, they develop working rela-

tionships which ensure timely access to Federal support. NEPLOs expedite responses when delays could result in greater damage to property or loss of life. In 2014, NEPLOs coordinated assistance for flooding in Colorado, a chemical spill in West Virginia, wildfires in California and Washington, severe winter storms in Pennsylvania, mudslides in Washington, and tropical storms in Hawaii. This Navy capability is maintained solely in the RC due to its part-time force structure requirement.

Reserve Sailors also have the solemn duty of delivering funeral honors on behalf of a grateful Nation to American veterans across the country. NOSC presence in every State makes this support possible. Our Sailors execute this mission flawlessly with humility and compassion, often driving many hours to deliver these services. They are the deceased family's final reminder of the proud military service and sacrifice given by their loved one. Last year the Navy Reserve fulfilled 64 percent of the Navy's funeral honors requests, serving at 35,308 funerals for Navy veterans.

HEALTH OF THE FORCE

End Strength

Although today's Navy Reserve is 34 percent smaller than it was in 2000, the PB-16 requested Navy Reserve end strength of 57,400 is based on continuous efforts to optimize Reserve force structure and utilization. Today's force mix is the result of deliberate consideration of multiple factors including cost, accessibility, responsiveness, flexibility, capability and capacity. Thorough analysis shows that maintaining capacity in the RC provides reversibility, reducing the cost and time associated with reconstitution; and, augmenting AC units with Reserve Sailors provides strategic depth and surge capacity without the cost burden associated with full-time end strength.

Each mission area has a different optimal AC/RC force mix. No single force mix solution can be applied across all of the diverse communities and enterprises within the Navy due to each having distinctive requirements. Additionally, emerging threats as well as technological and fiscal environments impact the optimal AC/RC mix. Regardless, the keys to success in each community and enterprise are the same—deliberate consideration of force mix beginning at concept development, and the application of a common cost assessment mechanism that accounts for the total life cycle cost of all personnel—active, reserve and civilian.

Recruiting and Retention

Due to high retention and ongoing end strength reductions, the Navy Reserve was only able to accept 25 percent of applications from separating AC Sailors interested in a transition to the RC in 2014 (642 of 2,560). As Navy Reserve end strength stabilizes in fiscal year 2016, we expect opportunities to increase. To further increase these transition opportunities, we have an ongoing effort to expand Continuum of Service (CoS) options that enables transitioning AC Sailors to bring their valued experience to the Reserve Force. Simultaneously, we are advertising opportunities for RC Sailors in specific ratings and year groups to transition to undermanned AC ratings in either a temporary or permanent capacity. Last year 291 RC Sailors permanently transferred to the AC. These CoS options enable the Navy to retain targeted skills and experience while supporting the needs of our Sailors.

The Navy Reserve employs a focused bonus strategy to selectively target the specific skills and experience needed by the Navy. Selective Reenlistment Bonuses, affiliation bonuses and enlistment bonuses are used to improve retention and recruitment of Enlisted Sailors in these specialties. Officer accession and affiliation bonuses and special pays are used to maintain or increase manning levels by targeting undermanned pay grades in critical and undermanned skill sets.

There are two specific communities that present a persistent challenge to meeting recruiting goals—Unrestricted Line (URL) officers and medical officers. During fiscal year-2014, Navy was only able to attain 87 percent of RC URL recruiting goals and only 67 percent of the RC medical officer recruiting goals. The challenge in meeting the URL goal is rooted in the single recruiting pool—officers transitioning from the AC—and high AC URL retention has limited the number of officers available to transition into the RC. As a result, URL affiliation bonuses are offered to officers from the EOD, SEAL, Surface, Submarine, and Aviation communities. Additionally, the Navy Reserve is authorized to use a limited Critical Skills Retention Bonus for Naval Special Warfare (SEAL) officers in an effort to reduce attrition in that community.

Accessing Health Care Professionals, specifically medical officers, remains an even more significant recruiting challenge. Past Congressional action authorized Navy Reserve to expend resources to attract and retain these officers for critically under-

manned wartime specialties. These incentives are still necessary and are used to partially overcome challenges that include impacts of mobilizations on civilian medical practices and significant income loss during military service.

Resilience Programs

The Navy Reserve continues to lead the way in quality mental healthcare for our service members. Post Deployment Health Assessment (PDHA) compliance and periodic reassessments (PDHRA) for demobilizing Sailors are elements of the continuum of care that function as mechanisms through which Reserve Sailors can access reliable and quality mental healthcare. The medical foundation set forth by the PDHA/PDHRA will also be continually reassessed via the Mental Health Assessment (MHA) portion of the annual Periodic Health Assessment (PHA). The symptoms of Post-Traumatic Stress Disorder (PTSD) and Traumatic Brain Injury (TBI) or other related mental health conditions often do not manifest themselves immediately. This requires our leaders as well as every Sailor and their families to be ever vigilant and responsive to changes in Sailors' behavior and performance after mobilization.

Balancing the demands of military service, family obligations, and a civilian career can be challenging and stressful. It is common for military families to experience stress before, during and after deployment. Family readiness impacts Sailor readiness, so building resiliency and support for families is essential to a Sailor's ability to focus on their mission.

The Yellow Ribbon Reintegration Program remains the cornerstone of the Navy Reserve's deployment readiness and reintegration training programs. The need for this continuum of care will extend well beyond the return of last combat mobilized Sailor. A key program within the YRRP is the Returning Warrior Workshop, which focuses on the reintegration process for service members and their spouse/family member, and helps identify Sailors in need of follow-on care.

Navy Reserve's Psychological Health Outreach Program (PHOP) ensures remotely located Reserve Sailors have access to appropriate psychological healthcare services. PHOP counselors provide Operational Stress Control (OSC) briefings to Reserve Sailors across the Nation. In 2014, PHOP counselors completed 355 NOSC and Navy Mobilization Processing Site visits, completing 2,637 Behavioral Health Screenings (BHS) and over 30,000 individual contacts. Additionally, they served as facilitators at 14 RWWs to help identify Sailors or families in need of support. This year's implementation of Resiliency Check-ins (RCI) allowed PHOP counselors to provide one-on-one behavioral health assessments that include on-the-spot initial and follow-up referrals when needed. This removes any perceived stigma to seeking help and is a proven way to ensure Sailors receive the mental healthcare they need. Referrals to nonmedical counseling support military families with a variety of common concerns that can occur within the military lifestyle including anger, loss, grief, separation, and stress reactions to deployment cycles/reintegration.

Prevention Programs

The Navy Reserve is committed to eradicating suicide and sexual assault from our ranks. Prevention through education, awareness and training continues to gain increased traction across the Force in both of these areas.

The Navy Reserve is concerned about the increase in suicides from 2013 to 2014 and is focused more than ever on stress navigation and resilience-building tools to empower our Sailors to thrive, not just survive. Navy Resilience and Suicide Prevention Programs promote community and focus on comprehensive wellness. The Navy Reserve is actively engaged in cross-functional teams charged with suicide prevention efforts and is assisting with the development of the Defense Strategy on Suicide Prevention. Additionally, RC members have access to PHOP counselors 24/7/365. With an all-hands approach of "Every Sailor, every day" we are committed to ensuring every Shipmate knows they are valued, have resources available, and understand that asking for help is part of operating as a team and is a sign of strength.

The Navy Reserve fosters a climate that is intolerant of sexual assault and other unacceptable behaviors such as sexist language and behavior, hazing, and sexual harassment. Leaders at all levels continue to stress personal responsibility and accountability for decisionmaking and behavior. We promote a culture of treating all with dignity and respect while living by the Navy's Core Values both on and off duty. To further our Sexual Assault Prevention and Response (SAPR) efforts, we assigned a dedicated SAPR Officer at our Navy Reserve Force Headquarters to coordinate continued training and focus on eradicating sexual assault and destructive behaviors from our Force. This year, we continue to focus on Bystander Intervention Training which teaches Sailors intervention techniques to prevent destructive deci-

sions, thereby empowering them to take action and stop behaviors not aligned with our Core Values and Navy Ethos.

The Navy Reserve has played an important role in the Victims' Legal Counsel (VLC) Program since it was established in August 2013. Reserve judge advocates have filled over one-third of the billets in the program since its inception, providing corporate knowledge that best supports victims of sexual assault. Reserve Sailors also initially manned 3 out of 5 Regional VLC Officer-in-Charge (OIC) positions. Many Reserve judge advocates have handled similar issues in the civilian sector and are uniquely qualified to provide leadership, litigation experience, and program policy development in support of sexual assault victims. A trusted VLC program encourages reporting by victims who will only step forward if they know their rights will be protected through the investigation and adjudication phases.

STRATEGIC IMPERATIVES

As the Navy transforms to meet future demands as determined by the DSG and QDR, so too, will the Navy Reserve. In alignment with CNO's guidance, we will continue to build on the operational proficiency we have gained to remain ready to respond to emerging missions. We are also expanding our ability to draw on the civilian skills of our highly diverse and multitalented personnel, building an innovative team for the future.

As the maritime battle-space continues to evolve and technology expands at ever increasing rates, the Navy Reserve is being guided by five Strategic Imperatives:

First, we will keep pace with the Navy's future capabilities, integrating with the newest platforms and missions. Navy Reserve Sailors will continue to play a critical role as part of the Total Force, with opportunities for careers using the latest technology, while supporting the newest platforms.

Second, we will maintain a ready force for tomorrow. We will remain operationally proficient, ensuring a ready, highly trained, and surge-capable Force. Ready Sailors enable the

Reserve Component to have a tremendous impact on Fleet and Combatant Commander operations around the globe. Our Force continues to aggressively seek opportunities to conduct and support missions with our Fleet and Joint commanders.

Third, we will broaden the manner in which we employ each Sailor's unique capabilities, leveraging their military and civilian skills in support of future requirements. Our Sailors have unique capabilities derived from a combination of military and diverse civilian skills. Whether a tradesman, first responder, executive, or licensed professional, the Navy has long benefitted from the civilian experiences of our Sailors. To harness this tremendous asset, we will catalogue the specific skills of our Sailors and look for opportunities to use them as a force multiplier.

Fourth, we are working to consolidate and modernize the systems used to enable and manage Sailor readiness, while ensuring security and improving Sailor access to those systems. With the distributed nature of the Reserve work force, utilizing a single secure log-in to access the various Internet-based operational, training and management applications, and integrating mobile and cloud-based IT solutions will reduce the time and effort associated with meeting readiness and training requirements.

Fifth, we are examining initiatives to provide more flexible options for a career of service. Our people, Sailors and civilians alike, are what make our Navy Reserve strong. We are working to deliver expanded officer and enlisted professional development opportunities focused on enhancing leadership skills, character development, and reinforcing our Navy ethos. Critical to developing future leaders is our ability to access and retain high-performing, knowledgeable Sailors and civilians who are innovative and desire to continuously learn. To this end, we will expand Continuum of Service options to enable Sailors to more easily transition between the Active and Reserve Components, thereby increasing the agility of the Total Force.

CONCLUSION

As the Navy Reserve embarks upon our second century of service, we continue to be operationally engaged and ready to respond—where it matters, when it matters. As good stewards of our Nation's resources, we have sought and will continue to seek efficiencies while prioritizing mission effectiveness. PB-16 will sustain the Navy Reserve's preparedness to surge when and where needed. While concerns remain—the foremost being aviation recapitalization—we will continue to work in concert with the AC to optimize utilization of the Reserve Component through continued innovation, force mix modifications, and process improvements. As we consider future force mix and force structure, we will continue to look for opportunities to recapitalize, modernize and improve our equipment and facilities and, when nec-

essary, mitigate the risks associated with extending their service life. The future Navy Reserve is a Force that keeps pace with warfighting capabilities and technology, while persistently identifying new ways to improve how we support and care for our Sailors and their families. On behalf of all the dedicated Citizen Sailors who serve our great Navy, I thank the members of the Committee for your support.

Senator COCHRAN. Thank you, Admiral.
General Mills.

STATEMENT OF LIEUTENANT GENERAL RICHARD P. MILLS, COMMANDER, MARINE FORCES RESERVE

General MILLS. Chairman Cochran, Vice Chairman Durbin, distinguished members of the subcommittee, it's an honor to appear before you today to talk about your Marine Corps Reserve.

Mr. Chairman, we welcome your leadership, and I'm very grateful for your support and the subcommittee's continued support of the Marine Forces Reserve and its associated programs to help us segment, reinforce, and sustain ourselves as an integral part of the Marine Corps total force.

With me today are my senior enlisted advisers, Force Sergeant Major Anthony A. Spadaro and Force Command Master Chief Christopher D. Kotz. Their collective leadership and energy continue to inspire me and inspire all of the enlisted marines and sailors who are the heart and the soul of Marine Forces Reserve.

As an Active component officer with nearly 40 years of service, it's been my honor and privilege to serve alongside the Marine Corps Reserve for the past 2 years. During that time, I've been consistently impressed by their professionalism, their professional competence, and their dedication to duty. Like their Active Duty component commanders and brothers and sisters, they serve selflessly to protect our great Nation. I'm awed by the way they balance family responsibilities, their civilian lives, their civilian jobs, their civilian careers, all while simultaneously keeping faith with the Marine Corps.

While this has always been true of our Reserves, I think it's never been more apparent than over the past 14 years of conflict. Over the past 14 years, our force has evolved from essentially a strategic capability to both an operational and strategic capability.

In the operational role, Marine Forces Reserve contributes to preplanned, to rotational, and to routine combatant commander and service requirements across the full range of military operations.

In the strategic role, Marine Forces Reserve supports the combatant commanders with exercise involvement and with force readiness that enables a rapid transition to operational roles, if called on. We provide individual augmentation for regional Marine Forces and to Marine Expeditionary Force staffs in order to reinforce active components across all the warfighting functions.

We continue to enjoy a strong demand for affiliation with the Reserves. It's evidenced by our increase accessions to the Active component as well as our high rates of retention. Our retraining, our Inactive Duty travel reimbursements, our bonuses, and our incentive programs for Reserves have been essential tools in achieving nearly 100 percent of our authorized end-strength in fiscal year 2014.

The continued use of these programs is critical as we seek to optimally align our inventory to our requirements, as we try to maintain individual and unit-level readiness, and as we address shortfalls in staff non-commissioned officer and junior commissioned officer leadership, and, again, try to maximize our deployability for our incumbent personnel.

The Marine Corps is the Nation's crisis response force, and they continue to be most ready when our Nation is least ready. As part of the Marine Corps total force, the Marine Forces Reserve is appropriately organized, manned, trained, and equipped to provide forces to augment, reinforce, and sustain the active component in support of this Nation.

While training, maintenance, and readiness are my top priorities, my top procurement priority for Marine Forces Reserves is the KC-130J Super Hercules. My second procurement priority is the RQ-21 Blackjack small tactical unmanned aircraft system. This will allow us to leverage our capability with the Active force to best contribute to overall mission success.

PREPARED STATEMENT

The future operating environment will continue to be characterized by challenges that will stretch the deployment capacity of the U.S. military. It will demand a force readiness with global response capabilities.

With your sustained, unwavering support, Marine Forces Reserve will continue to serve as the crucial shock absorber for our active component. Thank you for your demonstrated support our reservists, for their families, and for their employers.

Chairman Cochran, esteemed members, I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL RICHARD P. MILLS

INTRODUCTION

The Marine Corps is the Nation's expeditionary force in readiness. For approximately 6 percent of the defense budget, we provide an affordable, capable and responsive insurance policy for the American people. As an integral part of the Total Force, Marine Forces Reserve plays a key role in providing that insurance policy. We have been fully engaged across the globe over the past 14 years of combat operations, serving as the essential shock absorber for our Active Component. Organized like a traditional Marine Air-Ground Task Force, Marine Reservists from each of our major subordinate commands—4th Marine Division, 4th Marine Aircraft Wing, 4th Marine Logistics Group, and Force Headquarters Group have made a tremendous impact across a diverse spectrum of operations in support of every geographic combatant commander's operational and theater security cooperation requirements, as well as Service commitments.

The Marine Corps' commitment to the American people is as strong today as ever in its 239-year history. That commitment is backed by a cadre of Active and Reserve Component Marines and Sailors exceptionally experienced in taking the fight directly to the enemy. Our Marines have been doing what they have done best since 1775: standing shoulder-to-shoulder to fight and win our Nation's battles. We don't differentiate; all Marines—whether Reserve or Active Component—are disciplined, focused, and lethal. We are a Total Force and, as such, the Marine Corps Reserve continues to be integrated in all areas of the Marine Corps.

I am deeply impressed by the professionalism, competence, and dedication of our Reserve Marines. Like their active-duty brothers and sisters, they serve selflessly to protect our great Nation. I am inspired by the way they balance family responsibilities, civilian lives, school, jobs, and careers—while simultaneously keeping faith

with the Marine Corps. They do so with humility, without fanfare, and with a sense of pride and dedication that is consistent with the great sacrifices of Marines from every generation.

As an integral element of the Total Force, the Reserve Component must remain highly interoperable. Our Marines and Sailors share an expeditionary mindset that shapes Marine Corps culture, ethos, and thinking. Accordingly, your Marine Corps Reserve is organized, manned, equipped, and trained to provide a professionally ready, responsive, and relevant Force as a Marine Corps solution to enable joint and combined operations. We are, and will remain, a key component in the Marine Corps' role as the Nation's expeditionary force in readiness.

A TOTAL FORCE

Over the past 14 years, the Marine Corps Reserve has been engaged in combat operations and large-scale counterinsurgency in Iraq and Afghanistan, as well as in regional security cooperation, crisis response, and crisis prevention activities in support of geographic combatant commanders. This persistent operational tempo has built a depth of experience through the ranks that is unprecedented in generations of Marine Corps Reservists.

In 2014, more than 1,100 Reserve Marines mobilized in support of operational requirements to include those in all geographic combatant command areas of operation. In 2015, we are projected to continue our support to the Combatant Commanders by mobilizing an additional 750 Reservists. This operational tempo has enabled Marine Forces Reserve to remain an operationally-relevant Force over the last 14 years. Marine Forces Reserve has sourced preplanned, rotational, and routine combatant commander and Service requirements across a variety of military operations. We routinely supported operations in Afghanistan while simultaneously sourcing other combatant commander requirements across the globe. In 2014, nearly 3,700 Reservists participated in more than thirty exercises supporting combatant command requirements in eighteen countries spanning five regions of the world. Support to these operations and exercises is a critical way that we increase our operational readiness while enabling Total Force integration of the Reserve Component and the rapid transition to operational roles and support to major contingency operations. While large-scale operations are winding down, the demand for Marine Corps capabilities is only growing—from Amphibious Ready Groups/Marine Expeditionary Units and Special Purpose Marine Air-Ground Task Forces to Marines at embassies, Marine Forces Reserve will continue to serve as the shock absorber for the Active Component. The future operating environment will continue to be characterized by challenges that will stretch the employment capacity of the U.S. military and demand a force-in-readiness with global response capabilities. While our Nation emerges from years of major combat and counterinsurgency operations, we are not returning to a defensive posture. Marine Forces Reserve will again deploy more than 3,000 Marines to a multitude of theater-specific exercises and cooperative security events that are designed to increase interoperability with our allies, as well as develop theater security cooperation activities.

Marine Forces Reserve's operational focus will continue to directly support the geographic combatant commanders in roles that include multi-lateral exercises—such as African Lion in Morocco, Peninsula Express in South Korea, and Maple Flag in Canada. The way ahead for Marine Forces Reserve includes deploying forces to meet high priority combatant commander requirements to include remaining committed to the Resolute Support Mission (NATO)/OPERATION FREEDOM'S SENTINEL (US).

In addition to operational requirements, Marine Forces Reserve serves as the connecting filer between the Marine Corps and local communities. We present the face of the Marine Corps to the American public across the Nation. With Reserve units located across the country, Marine Forces Reserve is uniquely positioned to interact with the public and communicate the Marine Corps story to our fellow citizens most of whom have little or no contact with the Marine Corps. Last year, for example, Marine Forces Reserve personnel and units conducted more than 350 local and regional community relations events across the country.

Marine Forces Reserve continues to monitor the mobilization viability of the Individual Ready Reserve, which consists of more than 68,000 contractually-obligated Marines who have fulfilled their active service commitment, and have returned to civilian life. The mobilization potential of the Individual Ready Reserve is monitored through the use of muster events, which are conducted at multiple locations across the country. The muster event is the Marine Corps' opportunity to physically inspect these Marines to ensure they meet the requirements for mobilization. These events also provide Marines the opportunity to address administrative issues; complete

mental health and post-deployment screening; review Reserve obligations and opportunities; meet with military-friendly employers; meet prior service recruiters; and reconnect with fellow Marines. During fiscal year 2014, Marine Forces Reserve held 44 Muster events with 9,684 IRR Marines in attendance.

In addition to participating in operational requirements across the globe and community relations events here at home, active-duty Marines assigned to our Inspector—Instructor and Reserve Site Support staffs dutifully execute the sensitive and crucial mission of providing casualty assistance to the families of our fallen Marines. By virtue of our geographic dispersion, Marine Forces Reserve personnel are well-positioned to accomplish the vast majority of all Marine Corps casualty assistance calls and are trained to provide compassionate and thorough assistance to the families. Indeed, the majority of Marine Corps casualty notifications and follow-on assistance calls to the next of kin conducted made by our Marines. During calendar year 2014, our Inspector—Instructor and Reserve Site Support staffs performed 74 percent of the total casualty calls performed by the Marine Corps. There is no duty to our families that we treat with more importance. This is proven by the professionalism of our Casualty Assistance Calls Officers (CACOs) and the compassionate assistance they provide well beyond the initial notification. We ensure that our CACOs are well trained, equipped, and supported by all levels of command through the combination of in-class and online training. Once assigned as a CACO, our Marines assist family members with planning the return of remains and the final rest of their Marine as well as assist with ensuring the proper documents are filed in order to receive the proper benefits. In many cases, our CACOs provide a long-lasting bridge between the Marine Corps and the family while providing support during the grieving process. The CACO is the family's central point of contact and serves as a representative or liaison to the funeral home, government agencies, or any other agency that may become involved.

Additionally, Marine Forces Reserve units and personnel provide significant support for military funeral honors for our veterans. The Inspector—Instructor and Reserve Site Support staffs, with augmentation from their Reserve Marines, performed 90 percent of all funeral honors rendered by the Marine Corps during calendar year 2014. As with casualty assistance, we place enormous emphasis on providing timely, compassionate, and professionally executed military funeral honors.

PREDICTABILITY

The Marine Corps Reserve remains an integral part of the Total Force Marine Corps and continues to serve as an operationally-focused Force, whether it is integrated with Marine Forces in Afghanistan, serving as a Special Purpose Marine Air-Ground Task Force, or filling training and advising roles with security force assistance teams in direct support of combatant commanders' requirements. Consequently, your Marine Reserve Force continues to maintain a high level of operational experience as it continues to serve side-by-side with our Active Component counterparts. We must remain manned, trained, and equipped to ensure we maintain the ability to seamlessly integrate with and support the Active Component. However, we recognize the potential effect of the fiscal environment on our operational readiness, especially as we consider how to maintain the operational experience of the Reserve Force.

Revisions to our Force Generation Model rotate Marine Reserve units through a 5 year Training and Readiness Plan to ensure units and personnel are ready to meet any challenge. The Training and Readiness Plan enables the Reserves to have two infantry battalions, an artillery battalion, a combat logistics battalion, and aviation capabilities, as well as an assortment of other forces combat-ready at any given time. This results in more than 3,000 Marines who are trained and ready to augment and reinforce a Marine Air-Ground Task Force, whether in support of a contingency response or part of a pre-planned, budgeted for, theater security cooperation mission.

Our Training and Readiness Plan provides a level of predictability for both planners and our Reservist Marines while maintaining the "train as we fight" philosophy. The Plan provides our Reservists, their families, and their employers, the ability to plan for upcoming duty requirements 5 years or beyond. This empowers service members to achieve the critical balance between family, civilian career, and service to our Nation while enabling employers to plan for and manage the temporary loss of valued employees. The key element in the Training and Readiness Plan is the integration of Reserve units, detachments, and individuals into Service and Joint level exercises, creating an environment of interoperability in years 2, 3, and 4 of the 5-year plan's cycle. The units are assessed in a culminating Integrated Training Exercise during the fourth year of the training cycle. The Training and

Readiness Plan assures integration with the Active Component in training exercises conducted in the United States and overseas, and continues to facilitate the Total Force approach in the manner in which the Marine Corps achieved success demonstrated throughout combat operations.

PERSONNEL

Marines and civilians are the foundation of all that we do. Individual Marines—both Active and Reserve—and civilians, make up the foundation of our Corps. The resources we dedicate to sustaining and developing this foundation directly contributes to the success of our institution. Our ability to recruit and retain high quality people directly equates to our ability to meet the Marine Corps' force-in-readiness requirements. Marine Forces Reserve is committed to recruiting and retaining the highest quality people who meet prescribed mental and physical standards, and are ready in mind, body and spirit to execute their duties in the defense of our Nation.

The vast majority of the Selected Reserve's authorized end strength of 39,200 in FY15 fall under Marine Forces Reserve. The Selected Reserve is composed of Marines in four categories: Marines in Selected Marine Corps Reserve Units, Active Reserve, Individual Mobilization Augmentees (IMAs), and service members in initial training. By fiscal year 2017, the Selected Reserve authorized end strength will decrease to 38,500 Marines. This force reduction is occurring without any loss of reserve capabilities through the voluntary release of Marines that no longer meet the military occupational specialty (MOS) requirement for their unit due to the force structure changes implemented in 2012 and 2103. Each of these Marines is also being offered an opportunity to retrain to a new MOS now available at their current location.

In addition to Selected Reserve Marines, Marine Forces Reserve administers approximately 68,000 Marines who serve in the Individual Ready Reserve, which is projected to continue to increase due to the Active Component end strength draw down.

As the Marine Corps continues to draw down Active Component end strength, the option of continued service in the Reserve Component has become increasingly appealing to young Marines leaving active duty. Marines approaching the end of their current contracts, whether Active or Reserve Component, receive counseling on the tangible and intangible aspects of remaining associated with the Selected Reserve. We educate each transitioning Active Component Marine on opportunities for continued service in the Marine Corps Reserve through the Marine Corps' transition assistance and educational outreach programs.

While we continue to enjoy strong demand for affiliation in Marine Forces Reserve—with high rates of retention as well as more Marines joining when they leave active duty—retraining, inactive duty travel reimbursement, bonus payments, and incentive programs are crucial to ensure we are able to meet our authorized end strength while also retaining our most talented Marines. Over the past 2 years, your support for these critical programs have helped improve our overall personnel end-strength at 99 percent of our total requirement and achieve a grade and MOS match rate of 82 percent. While we fully expect to meet our Selected Marine Corps Reserve retention and recruiting goals again this fiscal year, continued use of these programs are critical to optimally align our inventory against our requirements, maintain individual and unit-level readiness, address significant shortfalls in staff non-commissioned officer leadership, maximize Marine deployability, and fully rebuild readiness from previous force structure changes. Your continued support for bonuses and other initiatives that promote service to this great Nation will ensure our ability to gain and retain the very best service members.

EQUIPMENT

As an integral component of the total force, and to ensure operationally interchangeability with the Active Component, Marine Forces Reserve is manned, trained, and equipped in the same manner as the Active Component. While complete compatibility is difficult to achieve due to Service level priorities, equipment compatibility between the Active Component and Reserve Component is closer today than it has ever been—due largely to sustaining requirements of over 14 years of continuous operational deployments. This level of compatibility with the Active Component comes at an increase in equipment maintenance cost due to the introduction of nonstandard equipment, the fielding of new systems, and the overall increase in the scale and complexity of equipment.

Marine Forces Reserve equipment readiness levels are healthy and capable of supporting all home station training and our current operational deployments. Our efforts currently focus on Global Combat Support System-Marine Corps (GCSS-MC)

post cutover actions, training our supply personnel and maintainers on the new system, and adjusting equipment inventories to the recently approved Training Allowances, and maintaining our equipment in a fully operational status. Continued Congressional support in fully funding our Operations and Maintenance, Marine Corps Reserve maintenance budget is paramount for our continued success.

The top procurement priority of Marine Forces Reserve is the KC-130J Super Hercules. Our second priority is procurement of the RQ-21A Blackjack Small Tactical Unmanned Aircraft System (STUAS).

The Active Component has already fielded the KC-130J, while initial fielding to the Reserve Component began with the arrival of the first aircraft in fiscal year 2014. The remaining KC-130T models are projected to remain in Reserve Component service until fiscal year 2022. The two aircraft models are composed of distinct airframes, with differing logistic, maintenance, and aircrew requirements. The longer the Reserve Component maintains both aircraft, the longer we must invest in legacy logistics, maintenance, and aircrew training.

The RQ-21 A will provide the Marine Expeditionary Force and subordinate commands (divisions and regiments) a dedicated intelligence, surveillance, and reconnaissance system capable of delivering intelligence products directly to the tactical commander in real time. This program is still in low rate initial production—the Active Component began initial procurement in fiscal year 2014, and the Reserve Component is scheduled to receive the RQ-21 A in fiscal year 2021. The later procurement of these systems in the Reserve Component creates a significant capability gap between Reserve and Active Component forces.

TRAINING

During June 2015, Marine Forces Reserve will conduct its third Service-level Integrated Training Exercise, which is an assessed regimental-level live-fire and maneuver exercise featuring reserve component forces as the Marine Air-Ground Task Force elements (i.e., command, ground, air, and logistics). The unique nature of this exercise ensures maximum training benefits for the ground, aviation, and logistics combat elements under the command and control of a regimental headquarters. The Integrated Training Exercise is an indispensable component of our Training and Readiness Plan and serves as an annual capstone exercise, which is the principal mechanism for examining our training and readiness levels, as well as assessing our operational capabilities. Also measured during the exercise is the ability of the Reserve Component to provide a cohesive Marine Air-Ground Task Force that is a trained and ready capability to the Service or combatant commander on a predictable, reliable, and cyclical basis. Conducted aboard Marine Corps Air-Ground Combat Center Twenty-nine Palms, California, the Integrated Training Exercise is a Marine Air-Ground Task Force deployment vice a compilation of numerous annual training events. Units participate based on their future activation potential according to the Marine Forces Reserve fiscal years 2015–2019 Training and Readiness Plan. The Integrated Training Exercise provides all Marine Air-Ground Task Force elements an opportunity to undergo a Service assessment of their core competencies that are essential to expeditious forward-deployed operations. Additionally, individuals serving on the regimental command element staff receive valuable training that ensures they are able to seamlessly augment a Marine Air-Ground Task Force and/or a Joint staff. In summary, the Integrated Training Exercise enables improved readiness, more efficient Total Force integration, and faster activation response times at the battalion and squadron level.

At our Reserve Training Centers, we continue to maximize training efficiencies by utilizing simulators wherever possible to preserve fiscal and materiel resources. The Reserve Component Indoor Simulated Marksmanship Trainers (ISMTs) and other simulation systems safeguard consistent capabilities across the Total Force by ensuring Reserve Marines are trained to the same tasks, conditions, and standards applicable to Active Component Marines. The ISMTs particularly benefit remote site locations that are distant from DOD training ranges by preserving valuable training time and vehicle wear and tear during drill weekends.

While training exercises and simulations serve crucial roles in preparing Marines for the operating environment, language and culture training ensures Marines understand the people among whom they will be operating. This type of training is absolutely crucial for success in today's complex security environment and yields large dividends to Marine Reservists. Through the Marine Corps-wide initiative—the Regional, Culture, and Language Familiarization program—our Marines have a career-long course of study designed to ensure Reserve Marines are regionally focused and globally prepared to effectively navigate the culturally complex operating environment. To maximize opportunities for participation, the Marine Forces Re-

serve's culture and language programs are available through live instruction, portable media, and web-based applications. Our language and culture section remains fully operationally capable and supports all units within Marine Forces Reserve with virtual training and required testing.

With our Marines deploying around the globe, we also access and leverage a variety of other sources for language and cultural training, such as the Marine Corps' Center for Advanced Operational Culture and Language, the Defense Language Institute, and Regional Language Centers. These enhanced language and culture learning opportunities enable our core competencies and posture Marine Forces Reserve for success. This initiative is a critical way that we maintain ourselves as a regionally-focused, ready and responsive force.

Marine Forces Reserve continues to integrate safety programs with a wide variety of training to reinforce force preservation. The benchmark of an effective safety culture is the reduction of mishaps. The Culture of Responsible Choices, which began in 2011, ensures all members of the force, both military and civilian, focus on safety—both personal as well as others. Leadership at every level continues to stress the basic tenets of personal responsibility and accountability for decisionmaking and behavior not only during work, but at home, in leisure activities, and in our personal lives. This engaged leadership empowers our personnel to get involved at any time when something is just not right.

No program can eliminate all hazards. Auto accidents are the leading cause of death among our personnel. Accordingly, we continue to focus on motor vehicle safety. Our training center at Naval Air Station, Joint Reserve Base, New Orleans, is a tangible example of how we incorporate training to fully support our Culture of Responsible Choices initiative. Personnel receive training in the safe operation of their motor vehicles, both cars and motorcycles. From fiscal year 2013 to 2014, fatal motorcycle mishaps and automobile/truck fatalities continue to remain at an extremely low rate, well below the national average.

FACILITIES

Marine Forces Reserve occupies facilities in 47 States, the District of Columbia, and the Commonwealth of Puerto Rico. These facilities include 27-owned and 133-tenant Reserve Training Centers, three family housing sites, a Bachelor Enlisted Quarters, and General Officer Quarters A in New Orleans, Louisiana. Although some Reserve Training Centers are located on major DOD bases and National Guard compounds, most of our centers are located openly within civilian communities. Therefore, the condition and appearance of our facilities informs the American people's perception of the Marine Corps and the Armed Forces throughout the Nation.

The largest part of the facilities budget simply sustains the existing physical plant, focusing on infrastructure maintenance that enables Marine Forces Reserve to meet Service and combatant command operational requirements. Costs of maintaining the physical plant steadily increase with the age of the buildings. We have improved the overall readiness of our facilities inventory and corrected some chronic facility condition deficiencies through Marine Forces Reserve Facilities Sustainment, Restoration, and Modernization (FSRM) support.

The Marine Corps' Reserve Military Construction program focuses on new footprint and recapitalization of our aging facilities. The construction provided by the annual authorization of Military Construction, Navy Reserve (MCNR) funding has been an important factor in moving Marine Forces Reserve forward in its facilities support mission. The combined effects from our targeted consolidation, FSRM, and MCNR programs have steadily reduced the number of inadequate or substandard Reserve Training Centers. Continued annual funding for our facilities program will enable Marine Forces Reserve to improve the physical infrastructure that supports and reinforces mission readiness of our units.

In an attempt to lessen some of the burden on the energy budget, and in accordance with national mandates, Marine Forces Reserve completed energy assessments at our owned sites and continues to implement the recommendations from those assessments as funds are available. Priority is given to sites that are the biggest energy users nationally and those projects which offer the best return on investment. Environmental stewardship continues to be a major success in ensuring MARFORRES Facilities sites and units continue to avoid any fines or penalties due to violations of national, State, and local laws.

HEALTH SERVICES AND BEHAVIORAL HEALTH

Our focus on Marines, Sailors, and their families remains our highest priority. Therefore, we are keenly attentive to maintaining their health and total fitness.

During dwell, our health services priority is to attain and maintain the DOD goal of 75 percent Fully Medically Ready. In fiscal year 2014, Marine Forces Reserve individual medical and dental readiness rates were 73 percent and 87 percent respectively. We aggressively worked towards improving medical readiness by effective utilization of Medical Readiness Reporting System capabilities to enable accurate monitoring and identify unit-level actions necessary to attain readiness goals. Supporting efforts will focus on advocating funds and tailoring support for various Reserve Medical/Dental Health Readiness Programs including utilizing to the fullest extent possible a combination of programs to significantly aid in sustaining our total readiness, such as our Reserve Health Readiness Program contract services, Post-Deployment Health Reassessment, Reserve TRICARE Medical and Dental Programs, and the Psychological Health Outreach Program. Additionally, our personnel participate in Force Readiness Assistance & Assessment Program unit inspections. These inspections provide oversight for the current health status of the Force, specifically at unit levels that provides an ability to monitor compliance requirements, policy adherence, and meeting unit goal initiatives.

The Reserve Health Readiness Program (RHRP) is the cornerstone for individual medical and dental readiness and Marine Forces Reserve has benefited from increases in overall readiness as a result of this program. This program funds contracted medical and dental specialists to provide services to units that do not have direct medical or dental support personnel assigned and are not supported by a military treatment facility. During fiscal year 2014, the RHRP performed 20,036 Periodic Health Assessments, 15,057 in combined Post-Deployment Health Reassessments/Mental Health Assessments, and 13,945 Dental Procedures. In addition, TRICARE offers for voluntary purchase both a medical and a dental program to our Reserve Marines, Sailors, and their families (TRICARE Reserve Select for medical coverage and TRICARE Dental Program).

In addition to RHRP, the Marine Corps' robust behavioral health program addresses issues ranging from substance abuse, suicide, operational stress, domestic violence, and child abuse. These programs work in conjunction with Navy Medicine programs to address behavioral health issues.

With regard to specific fitness efforts, Marine Forces Reserve has instituted Operational Stress Control and Readiness (OSCAR) training at all levels. This training is provided during pre-deployment training to service members of units that are deploying for more than 90 days. This purpose of this training is to provide the requisite knowledge, skills, and tools to assist commanders in preventing, identifying, and managing combat and operational stress concerns as early as possible.

Navy Bureau of Medicine continues to support behavioral health through various independent contracted programs, such as the Post-Deployment Health Reassessment/Mental Health Assessments and the Psychological Health Outreach Program. The Post-Deployment Health Reassessment places an emphasis on identifying mental health concerns that may have emerged since returning from deployment. The Psychological Health Outreach Program addresses post-deployment behavioral health concerns and crisis-related interventions through social worker contractors. These social workers provide an array of referral services in the community to include follow-up with service members. These programs have proven effective in the overall management of identifying Marines and Sailors in need of behavioral health assistance and have provided an avenue to those service members who seek behavioral health assistance.

Signs of operational and combat stress can manifest long after a service member returns home from deployment. Delayed onset of symptoms presents particular challenges to Reservists who can be isolated from vital medical care and the daily support network inherent in Marine Reserve unit. Encouraging Marines to acknowledge and vocalize mental health issues is a ubiquitous challenge facing our commanders. We address the stigma associated with mental healthcare through key programs, such as the Yellow Ribbon Reintegration Program. Further, we market all our behavioral health initiatives and programs through our Marine Forces Reserve portal website and during key Marine Corps forums throughout the year. Your continued support of these programs is greatly appreciated.

Suicide prevention continues to remain a priority effort for Marine Forces Reserve and we will continue to leverage all of the resources needed to address this heart-breaking issue. Marine Forces Reserve focuses its suicide prevention efforts on five initiatives: In-theater Assessments, Post Deployment Health Assessments, Psychological Health Outreach Program, Care Management Teams, and Unit Marine Awareness and Prevention Integration Training. The In-theater Assessment targets Reservists exhibiting or struggling with clinically significant issues, and ensures evaluation by competent medical authorities for post-deployment treatment with follow-up decisions made prior to the return home. The Post Deployment Health Reas-

essment seeks to identify issues that emerge once Reservists have come home from deployment. Identified issues are immediately evaluated and referred for treatment by the clinician interviewer, to include referral recommendations based on available local resources, such as the VA or private mental health providers. The Psychological Health Outreach Program is an essential program for treatment referral and follow-up to ensure our service members are receiving the appropriate behavioral health services. Through the Care Management Teams, the VA assigns a primary care manager who is responsible for referral and follow-up to any Reservist who has a healthcare issue.

Another layer of prevention being incorporated throughout Marine Forces Reserve is the distribution of gun locks made available by the Defense Suicide Prevention Office. These locks were obtained in an effort to encourage Marines and Sailors to practice personal weapon safety with an emphasis on suicide prevention. Locks can buy critical time needed to allow someone contemplating suicide to stop and think, and instead seek help. During calendar year 2014, over 5,000 gun locks were distributed to more than 49 sites.

Any Reservist and their family can access Marine Corps installations' behavioral health programs through Marine Corps Community Services programming while they are on any type of active-duty orders. When not on active-duty orders, Military OneSource provides counseling, resources, and support to Reserve service members and their families anywhere in the world. The Marine Corps' DSTRESS Line is also available to all Reserve Marines, Sailors, and family members regardless of their activation status.

SEXUAL ASSAULT PREVENTION & RESPONSE

Eliminating sexual assault throughout Marine Forces Reserve is a top priority. Efforts toward this goal have continued with increased momentum. Marine Forces Reserve continues to increase victim services and improve victim response capabilities; we have added five professional full-time civilian positions to our Sexual Assault Prevention and Response staff at our headquarters office. Together, along with our Marine Forces Reserve Headquarters Sexual Assault Response Coordinator, they manage the Sexual Assault Prevention and Response Program at all Marine Forces Reserve sites throughout the United States. In addition to civilian staff, more than 300 Marines and Sailors achieved certification through the DOD Sexual Assault Advocate Certification Program. Once certified, they were appointed by their commanders to be Uniformed Victim Advocates at their respective Reserve Training Centers. Our prevention strategy is holistic, and emphasizes setting the example of discipline from all levels of command. I, along with the four commanding generals of our major subordinate commands, have again provided in-person Sexual Assault Prevention and Response training to all of our colonel-level commanders. The focus of this 2-day training is on Marine Corps ethos and core values, highlighting the inconsistency of sexual assault with our values. In addition to this training, multiple all-hands training events are held throughout the year. All non-commissioned officers continue to receive additional "Take a Stand" bystander intervention training and all junior Marines participate in the "Step Up" bystander intervention training.

QUALITY OF LIFE

Whether we are taking care of our Marines in the desert or families back home, quality of life support programs are designed to help all Marines and their families. Because Marines and their families make great sacrifices in service to our country, they deserve the very best support. Our Marines and families are dispersed throughout America, away from the traditional support systems of our bases and stations. Therefore, we expend great effort to ensure awareness of the numerous support programs adapted for their benefit. Family Readiness Officers are a critical component to ensuring young Marines and their families receive the help needed to ensure they can continue to serve this great Nation.

This year we have worked as the advocate for the Reservist to ensure they are included in tri-service-level discussions with DOD and the VA to ensure service treatment records reach VA with a clear of chain custody. Because every Marine leaving active duty with a remaining military service obligation transitions to the IRR, and every Marine mobilized over 30 days must have his or her medical history documented, Marine Forces Reserve has a large stake in ensuring this process is sound and that follow-up medical care is assured.

Following approximately 7 years of program expansion to achieve wartime footing, Family Readiness Programs are being adjusted to meet current and future needs to OPFORs, Marines including Reservists, and their families. The Marine Corps will be assessing to ensure that programs are stabilized, focused on core requirements,

and providing support in critical areas such as deployment. Our result is a ready and resilient Force, well-equipped to achieve success. We continue to leverage modern communication technologies and social media, such as the e-Marine website, to better inform and empower family members—spouses, children and parents—who have little routine contact with the Marine Corps and often live considerable distances from large military support facilities.

Our Marine Corps Family Team Building (MCFTB) programs offer preventative education and family readiness training to our Marines, Sailors, and family members. MCFTB training events are delivered in person and through interactive webinars at Marine Corps units across the United States.

The Marine Corps Personal and Professional Development programs continue to provide educational information to service members and their families.

Reservists also take advantage of our partnership with tutor.com, which offers access to our Marines, Sailors, and their families to 24/7 no-cost, live online tutoring services for K-12 students, and Reserve component college students, and adult learners through the Office of the Secretary of Defense (OSD) Yellow Ribbon Program. Active and Reserve Marines and their families are also provided remote access to language courses through our Marine Corps General Libraries Transparent Language Online program. This program supports more than 90 languages and delivers English as a Second Language. Additionally, the Marine Corps' partnership with the OSD supported Peterson's Online Academic Skills Course helps Marines build math and verbal skills to excel on the job, pass an exam, advance in a career, or continue education. This program assesses the current level of reading comprehension, vocabulary, and math skills and teaches the concepts and skills needed to increase proficiency in each of these academic areas. This course is accessed through the Military One Source or Navy Knowledge Online and provided at no charge for service members and their families.

Our Semper Fit program remains fully engaged in partnering with our bases and stations to provide quality, results-based education and conditioning protocols for our Marines and Sailors. The High Intensity Tactical Training (HITT) program includes hands-on strength and conditioning courses, online physical fitness tools, and a mobile application for service members to access anywhere at any time, and recorded webinars, as well as instruction on injury prevention, nutrition, and weight management. Our Marines' and Sailors' quality of life is also increased through various stress management and esprit de corps activities, such as unit outings and participation in competitive events. These programs are key to unit cohesion, camaraderie, and motivation.

The Marine Corps' partnership with Child Care Aware of America continues to provide great resources for Marines and their families in selecting child care before, during, and after a deployment. Our off-base child-care subsidy program helps families of our Marines locate affordable child care that is comparable to high-quality, on-base, military-operated programs. This program provides child-care subsidies at quality child care providers for our Reservists who are deployed in support of overseas contingency operations and for those active-duty Marines who are stationed in regions that are geographically separated from military bases and stations.

The Yellow Ribbon Reintegration Program (YRRP) has been incorporated into the Marine Corps Unit, Personal, and Family Readiness Program at every command level with civilian and Active Duty Deputy Family Readiness Officers (FRO). Since its inception in 2010, the YRRP has held more than 550 training events with more than 34,000 Marines, Sailors, and family members attending. The responsibility of executing Yellow Ribbon—in accordance with the legislation and Marine Forces Reserve policy, resides with the individual unit commander. This ensures commanders remain engaged with the challenges and issues facing their Marines, Sailors, and families, and is in line with Force Preservation efforts.

The Yellow Ribbon Reintegration Program is enduring. Marine Forces Reserve continues to explore, with our Marine Corps Family Team Building staff, innovative methods for program delivery that will be sustainable in any fiscal or deployment climate. This includes developing webinars, mail-outs, personal deployment briefs designed to meet the individual needs of the service member and family, and working with the Family Readiness Officers to leverage local resources at no cost to the government.

We continue to be supportive of Military OneSource, which provides our Marines, Sailors, and their families with an around-the-clock information and referral service via toll-free telephone and Internet access for counseling and on subjects such as parenting, child care, education, finances, legal issues, deployment, crisis support, and relocation. In fiscal year 2014, 5,222 of our Marines, Sailors and family members utilized their services.

Our Marines, Sailors, and their families, who sacrifice so much for our Nation's defense, should not be asked to sacrifice quality of life. We will continue to be a faithful advocate for these programs and services and to evolve and adapt to the changing needs and environments in order to ensure that quality support programs and services are provided to our Marines, Sailors and their families. The combined effect of these programs is critical to the readiness and retention of our Marines, Sailors, and their families, and your continued support of these programs is greatly appreciated.

SUPPORTING OUR WOUNDED, ILL, OR INJURED MARINES AND THEIR FAMILIES

Marine Forces Reserve's commitment to our wounded Marines, Sailors, and their families is unwavering. Through the Wounded Warrior Regiment (WWR), the Marine Corps ensures one standard of care for all wounded, ill, or injured (WII) service members—whether they are active or reserve. Marine Forces Reserve requested and received a liaison in 2013 that coordinates with the WWR to provide the subject matter expertise concerning the unique challenges faced by Marine Reservists and facilitate necessary support. The WWR staff includes the Reserve Medical Entitlements Determinations Section—which specifically maintains oversight of all cases of reservists who require medical care beyond their contract period for service incurred and duty limiting medical conditions. Additionally, the WWR dedicated five reserve-specific Recovery Care Coordinators to provide one-on-one transition support and resource identification required to support WII reservists and families who are often living in remote and isolated locations.

We are intimately involved in the support provided to wounded, ill, and injured Marines through the mobilization of Reserve Marines who serve as District Injured Support Coordinators (DISCs), Section Leaders and support staff. The DISCs focus primarily on reaching out to the reserve and veteran population to ensure the Marine Corps promise to keep faith is upheld.

While the Marine Corps' reduced presence in Afghanistan will result in fewer combat casualties, non-combat injuries and illnesses will likely remain stable. In addition, instances of PTS and TBI will likely continue to increase due to delayed onset as well as the tendency by Marines to postpone seeking help. Regardless of the global security environment, recovery care support must be enduring. Marine Forces Reserve will not forget the sacrifices our Marines and Sailors have made for this great Nation; and we will continue to work with the WWR to establish resources and programs that address the unique and ongoing needs of our reserve population.

CONCLUSION

The Marine Corps is our Nation's crisis response force and will continue to be most ready when our Nation is least ready. As part of the Marine Corps Total Force, Marine Forces Reserve must remain manned, trained, and equipped to provide forces to the Active Component to respond across the operational spectrum from disaster relief, to Embassy evacuation, to full scale combat operations. We live in a world challenged by competition for natural resources, violent extremism, natural disasters, social unrest, cyber-attacks, regional conflict, and the proliferation of advanced weaponry and weapons of mass destruction. The future operating environment will continue to be characterized by challenges that will stretch the employment capacity of the U.S. military and demand a force-in-readiness with global response capabilities. With your continued unwavering support, Marine Forces Reserve will continue to serve as the crucial shock absorber to the Active Component. Semper Fidelis!

Senator COCHRAN. Thank you very much.

In deference to everybody's schedule, we're going to go forward now with questions for members of the panel who are here, in the order in which they arrived.

Senator Durbin will first be recognized for any questions he might have of the panel.

NATIONAL COMMISSION

Senator DURBIN. Thanks very much, Mr. Chairman.

I'll direct the question to General Grass, but others who feel that they're affected by the question may want to add in their thoughts.

The National Commission on the Future of the Army is underway, and it has some pretty important work to do and a reporting date of February 1 of next year.

I would like, General, if you would comment on what you consider to be two things: First, those problematic areas that you believe need to be addressed by this commission; and secondly, whether you believe that we should try to suspend making some decisions here in this appropriation bill until this report is finished?

General GRASS. Senator, thank you for a critical question right now for us.

I think, getting to the second part of this first, the turbulence that it's creating out in the force right now is going to have an impact on readiness, on people's lives, on our full-time manning. So as we look at this commission report, and I look back at the success of the Air Force commission report and the guidance that's given us and the implementation of that report, I think this commission on the future of the Army has to look out 10 to 20 years and look at the Army, the ground force of the United States of America, under sequestration and determine if that's what we need as a Nation in an Active-Guard-Reserve mix.

If we could wait until the commission reports out to make any changes, which I think the first time this body has an opportunity to impact that is in NDAA (National Defense Authorization Act) 2017, that will reduce the turbulence at almost no cost, if we just locked it down now.

With the turbulence of just the 8,000 that General Kadavy had mentioned, the cost of that is about an offset of what we will save by reducing those numbers in 2016.

So that would be my main concern, making sure that Congress has an opportunity to look at this commission report and report out in 2017 where you want us to go.

And, again, don't look at it just as a Guard, a Reserve or an Active. Look at all three components and look at what it does to us 10 to 20 years from now.

Senator DURBIN. What I'm really driving is this: We're going to make decisions in this appropriations cycle that will be implemented and underway about halfway through to the reporting date of this commission.

The question is: What decisions do you think we should suspend or withhold—important, costly decisions—waiting for the commission to make their ultimate report?

General GRASS. And, Senator, to get real specific, I mean definitely lock down the end-strength of the Army National Guard at 350,000. I think we're in a good place with the Air National Guard right now—350,000 end-strength on the Army. The Air is in a very good position right now.

We would go ahead and abide by NDAA 2015, which we're already beginning on the Apache and turning over an additional 36 Apaches to the Army. We've already fed their modernization line with 12. And then hold out until the commission report to look at what we're going to do with the other 6 battalions, until the 2017 NDAA.

Senator DURBIN. Thank you.

Mr. Chairman, in deference to my colleagues, who I'm sure face tough schedules, too, I'm going to submit the rest of my questions for the record.

Senator COCHRAN. Thank you, Senator.
Senator Moran.

KANSAS NATIONAL GUARD AND AIR NATIONAL GUARD CYBERSECURITY

Senator MORAN. Chairman, thank you very much.

Gentlemen, ma'am, thank you for being here. Let me talk briefly initially about cybersecurity.

Both General Clarke and General Grass and I have had conversations about this, and the role that the Air National Guard, Kansas National Guard, plays in our State and in our country in cybersecurity.

We've had concern that I've expressed to both of you about reorganization, downsizing the role of the Guard in cybersecurity. But my understanding, Generals, is that there has been an agreement reached between the Kansas National Guard and the Air National Guard regarding how to maintain and perhaps even expand the talent pool in Kansas in regard to cybersecurity.

This seems to me, obviously, to be a front and center issue, and the Department of Defense from Secretary Ash Carter just recently in his comments about the need to grow cybersecurity, I think we have a great interest in trying to accomplish that.

And my question to either General Clarke or General Grass is I'd like to know, this understanding, what's the timing for getting it into a more formal circumstance on a piece of paper, a memorandum of agreement between the Air National Guard and the Kansas National Guard.

General CLARKE. Senator, we're prepared to do this in fiscal year 2016, and we're in agreement with the adjutant general (TAG) of Kansas on the formal construct of two squadrons, one essentially that's a blue squadron and one that's a red squadron, and a group headquarters on top of the two squadrons in Kansas.

We're looking forward to the opportunity to play the blue squadron into the cyber mission forces that we'll be providing for U.S. Cyber Command on a normal rotational basis. And we're looking forward to leveraging the red team to do the efforts they've been doing in the past to kind of make us flex our bicep in security and cyber overall for the Nation.

And so the answer to your question is in 2016.

Senator MORAN. General, when you say in 2016, that's when the consequences of this agreement will occur, but the agreement in writing should occur sooner than that? It could occur now, right?

General CLARKE. Oh, yes, sir. Absolutely, absolutely. In fact, when this NDAA is signed, that's when I consider it in writing that we can move forward.

Senator MORAN. And when do you expect that signature or those signatures to take place?

General CLARKE. I would say you're marking up all the way into May. Sometime in May, late May.

Senator MORAN. All right. Thank you, General.

General Grass, you have visited the fusion center in Kansas. I have recently been back to the fusion center. I wanted to hear from

you your perspective on what's taking place there and the unique opportunities that the Guard has to play in cybersecurity in the facility that fusion center can participate in.

General GRASS. Senator, during my visit about a year ago, I actually sat in on an update that was going on between law enforcement, both State, Federal, as well as National Guard sitting in on the meeting, as well as private and public entities that were in that session. And the real value of your fusion center, you bring all elements, all sectors together in one place to look at security issues, and then they can go off in their compartmented areas and communicate on their own secure systems.

It's been really a model. We've actually sent some representatives from the Department of Defense out to take a look at it. We're really interested in working closely with DHS (Department of Homeland Security) to say that this may be a model of something that DHS may want to look at for the future across the Nation and advise other adjutants general to take a look.

Senator MORAN. I appreciate that, General.

K-46A TANKERS AT MC CONNELL AIR FORCE BASE

We'll have Secretary Jeh Johnson at the fusion center in May, Secretary of the Department of Homeland Security. So your efforts certainly reached the attention of the Secretary.

Let me pass my final question to General Jackson. I wrote the Chief of Staff of the Air Force, General Welsh, in August 2013, regarding the potential for the 931st air refueling group at McConnell Air Force Base to be designated as a wing. And this is based upon the arrival of the K-46A tankers, which would increase about 420 in personnel.

My question to you, General, is transition from a group to a wing still a priority for the Air Force? And what timing could you suggest in which this may occur?

General JACKSON. Senator, thank you very much for the question. We're very proud to be a partner with Air Mobility Command to stand up the first mobilization one site for the KC-46A at McConnell Air Force Base. The 931st has a long history of excellence at that location. And as you mentioned, as part of the strategic basing process that the Secretary ran for that first decision for mobilization one, it was to go ahead and grow that organization to a wing structure so that we can do two things.

The first thing is to make sure that we can go ahead and retain the experience on the Air Force Reserve side to help train all the Active Duty maintainers and folks who are going to be coming in to McConnell as we grow both those organizations at that location.

The other part is that we'll be able to sustain that excellence in training and also be able to deploy on a very frontend with the KC-46. So our increased manpower that we're putting in place in 2017, I believe is the number, but I'll go ahead and get that back to you, on the growth, we have a glide slope to get up to a wing structure by 2017 and 2018.

Senator MORAN. Thank you, sir.

Thank you, Mr. Chairman.

[The information follows:]

The 931st Air Refueling Group at McConnell AFB is programmed to grow from 664 manpower authorizations to approximately 945 in fiscal year 2019. However, the 931st Air Refueling Group is programmed to achieve a minimum wing authorized manpower population threshold of 750 in fiscal year 2017 or 2018 with 793 manpower authorizations planned, depending on Air Force Reserve endstrength allotment for each year.

Senator COCHRAN. Thank you, Senator.

The Senator from Montana, who was the next to arrive, is recognized.

Senator TESTER. Thank you.

AVIONICS MODERNIZATION PROGRAM

I want to thank you all for being here and your service and your concise opening statements. I very much appreciate that.

It is my understanding for the past 13 years the Avionics Modernization Program, or AMP, has been the program of record to upgrade our C-130H fleets. It's also my understanding that the AMP program has failed to successfully deliver a single operational C-130 since 2001. During that time, this program has cost the tax-payers more than \$1.5 billion.

General Clarke, is that statement correct? Are they accurate?

General CLARKE. Yes, sir, I'd say that's fairly accurate.

Senator TESTER. Is it also accurate to say that the Pentagon and the TAGs are in agreement that we need to pursue a reduced scope program for safety and compliance upgrades, if we were to meet the deadline of the new 2020 FAA (Federal Aviation Administration) airspace regulations?

General CLARKE. Yes, sir.

Senator TESTER. Full-scale AMP is too costly and would prevent us from meeting those 2020 deadlines. Is that correct?

General CLARKE. Yes, sir.

Senator TESTER. So my fear is that we end up with a fleet of 130s that are incapable of operating in domestic airspace, and they'll end up sitting on a runway somewhere until they're mothballed.

Apparently, there are others, many of whom take every opportunity to decry Government spending, who want the Air Force to pursue the more costly route that ensures we don't meet any of these upcoming deadlines.

Moving forward, I want you to know that I'm going to be introducing a bipartisan piece of legislation that does a couple of things. It affirms that, for the purposes of modernizing our C-130 fleet, the Air Force has the authority to undertake safety and compliance upgrades in place of the AMP program to meet the 2020 FAA deadline. It also repeals the provision in the 2015 Defense Authorization Act that imposed a financial penalty on the Air Force Secretary's Office unless the Air Force spent down the money specifically on the AMP program. And it calls for the Secretary of the Air Force to work closely with the FAA administrator to meet applicable safety and compliance airspace regulations by the required deadline.

For both of you, General Clarke, and you, General Grass, does that sound like something that you would support?

General GRASS. Senator Tester, yes, I would.

General CLARKE. Yes, sir.

RED HORSE SQUADRON

Senator TESTER. Well, I really look forward to working with you and with the chairman of this committee and my colleagues to ensure the Air Force has the flexibility and the tools it needs.

I have to tell you, as I look at the AMP program, this is about as close to the definition of insanity as I've ever seen. We need to get this fixed.

I want to talk a little about Red Horse as you guys probably would imagine I would. Both to Generals Grass and Clarke, we previously discussed the Air Force considering consolidation of the 819th Squadron at Malmstrom and the Red Horse Squadron at Guam.

From your perspective, is there a value in housing the 819th Red Horse Squadron along with the 219th as a Guard associate at Malmstrom? Either one, General Grass or Clarke.

General CLARKE. Sir, wherever we have the opportunity to partner with the Air Force to get the best of both the Guard and the regular Air Force, it works. And we do a great job of it. So the Red Horse, wherever you want to bed it down—

Senator TESTER. Okay. That synergy is an asset to both the Air Force and, in your case, the Guard? Is that correct?

General CLARKE. Yes, sir. That operational Reserve I was talking about, that's the reason it works.

Senator TESTER. What would be your concerns if the 819th is moved to Guam? Would that mean the 219th would cease to exist?

General CLARKE. It would continue to exist, sir, if we had to put more resources there, like equipment.

Senator TESTER. Okay.

I want to talk about cyber a little bit also. As the world becomes more dependent on technology, protecting these networks is going to be critical. It's my understanding the Air National Guard will soon announce locations of four new cyber operations squadrons.

What is the primary consideration for the placement of these squadrons?

General CLARKE. Senator, there are multiple considerations for bed down the new cyber squadrons. Obviously, with limited resources, we'd like to leverage as much of the existing force structure that we have—facilities like skiff space, bandwidth, the pipes, the fiber optic cables that support it. And we also want to look at the region that we put it down, where there's a population of people that we can recruit that are cyber experts, so we can leverage that civilian expertise for cyber for the military purposes.

Senator TESTER. And I would assume that you're going to be training airmen to fill the emerging high-skill mission. Is that correct?

General CLARKE. Yes, sir. Two parts. We do that, and we also leverage any members who'd like to separate from services into the National Guard that have been already been trained in cyber.

Senator TESTER. And so what can this committee do to ensure that you have the resources so these folks can get the proper training and schooling?

General CLARKE. Sir, we need to make sure we have things like the MilPers (Military Personnel) account healthy, so we can send them to formal school training. Those are important.

Senator TESTER. Okay. Just as a parochial side note, I will say that the University of Montana is going to be holding its annual cybersecurity competition on May 2nd.

Thank you all for your service.

Senator COCHRAN. Thank you, Senator.

The Senator from Montana.

AVIONICS MODERNIZATION PROGRAM

Senator DAINES. All right. Thank you, Mr. Chairman. You're going to get Montana from the left and Montana from the right here this morning.

So thank you, Senator Tester.

And I wanted to tell you, a month ago today, I was with Leader McConnell and several Senators. We were in Baghdad and Irbil, followed by a visit to Kabul and Jalalabad.

I think we were all struck, profoundly struck, by the men and women who are serving our country over there, and we could not have been prouder, truly, of seeing what they're doing in accomplishing the mission.

Back to the question of the C-130, kind of building on what Senator Tester asked, I think we all have concerns with the AMP program that we'll FAA-certified by 2020. What is a better path that you might suggest we go down to make sure that these planes are certified and flyable by 2020?

General CLARKE. Sir, we have been working with the Air Force closely to leverage what we could off of the existing AMP program, take the best of that, and then put it into the airplanes as we go down first in one increment of safety and compliance, kind of what Senator Tester was referring to. And then there's another increment that follows on for more modernization efforts.

But that safety and compliance piece is the part that gets us to that 2020 mandate for both domestic airspace purposes and international purposes.

Senator DAINES. So, General, do you see a path forward then perhaps? I guess the other concern right now with our airmen in Montana is we just don't see a path right now to certify by 2020. Do you see a clear path there?

General CLARKE. This is one hot topic, and we have been really burning the midnight oil to get this right. And thanks to the cooperation with the entire Air Force, we're there. We believe we have a very solid plan now to get this done.

And it's supported by the bodies of adjutants general who have seen the plan. They like it, and they agree that we can move forward.

Senator DAINES. All right. That's good news. Look forward to working with you on that, General, on what we can do to help you accomplish that goal.

C-130S

Following up on the 130s, and maybe this is for both Generals Clarke and Grass, there's a concern that we would soon be looking

at a scenario where the older C-130H models are in the Guard and all the newer model Js are in Active Duty.

General CLARKE. Yes, sir. In time, we've taken a front seat on newer airplanes either in the Guard or the regular Air Force. It has gone back and forth.

We do own the legacy fleet largely now in the Air National Guard and, to a certain degree, also the Air Force Reserve.

But the reason that we want to retool this AMP program, we don't want to put a lot of modernization money into airplanes that, eventually, we'd like to recapitalize.

To give you a simple analogy, we're still running races with Richard Petty-era cars, but we're still winning the race. But at some point, you need to replace that car with something that's faster, modern, new, and is going to keep up with the rest of the competition. And the airplanes we're flying now are old.

In January, the Secretary of the Air Force and I flew on a 1972 model C-130 that was originally bought by U.S. Navy, then retired and put in the boneyard, pulled back out, now flown by the New York Air National Guard to do a ski mission in Antarctica, austere conditions.

And we put the Secretary of the Air Force on that airplane. We had that much confidence we can keep this airplane going now.

I don't think that's the future, though. We need to replace these airplanes at some point.

So minimum modernization to a certain degree, and then recapitalization with new airplanes down the road, that's the pathway that I think is best.

Senator DAINES. Senator Tester brought up the 219th and 819th Red Horse issue we have in Montana. Any suggestions what we should be doing to make this case to Secretary James in terms of the synergy between those two units, because I think it really is a one plus one equals three type of synergy we have in Montana.

What suggestion might you have we can make the case to Secretary James that we keep the unit there?

General CLARKE. Sir, I have full faith and confidence that Secretary James will do the best she can to make sure that there is something there for the guardsmen in Montana with the Red Horse unit, and General Welsh as well. They believe in the ability of what we can do in support of things around the world and at home, should there be a disaster. And Red Horse mission is one those great dual-purpose missions for us.

So I have the confidence that she will continue to support efforts for Red Horse at large. And when it comes to Montana, we'll work out a solution, hopefully, that will allow us to put the guardsmen to work there in a Red Horse squadron.

Senator DAINES. One of the important missions of the C-130, certainly, we see that in North Carolina, is the MAFFS (Modular Airborne FireFighting System), the firefighting systems.

Given that we have a lot of wildfires out West, just look at acreage, millions of acreage oftentimes, do you think it might make sense to maybe move some MAFFS capabilities out West, perhaps the C-130s?

General CLARKE. Sir, this is another one of those requirements that we only see growing and particularly this year is going to be

quite problematic. So if we have the ability to move MAFFS equipment for firefighting purposes further west, I think that's probably a good idea.

Senator DAINES. All right. Thank you, General Clarke.

Senator COCHRAN. The Senator from New Mexico, Mr. Udall.

Senator UDALL. Thank you, Chairman Cochran. Really appreciate you calling this distinguished group together here.

And thank you all for your service.

In New Mexico, our TAG Brigadier General, General Salas, and the entire Army and Air National Guard are serving the State of New Mexico in my opinion in an exemplary manner. As in all 50 States, they're at the forefront of serving the community, in the first line of defense in the event of natural disaster or some other emergency.

And in border States like New Mexico, they're providing important counterdrug operations along the U.S.-New Mexico border.

Furthermore, reservists continue to answer our Nation's call when they're needed. As you well know, during over a decade of war, both reservists and guardsmen served alongside our Active Duty forces with distinction.

GI BILL

And this is one of the reasons I've been working to correct the problem in the GI bill and ensure that guardsmen and reservists who served in Iraq and Afghanistan are able to receive full educational benefits, like their Active Duty counterparts.

I would assume that everyone on this panel would support such efforts?

Yes, let the record reflect they're all nodding, Mr. Chairman. Rather than turn it into a question, I just assumed that that was true. Thank you.

WESTERN WILDFIRES

I want to follow up on Senator Daines' question, when he talked a little bit about Western wildfires. We have a situation in the Western United States where record drought, snow pack during the winter was low, rivers are drying up, Western forests are facing increased fire risks.

In your opinion, does the Guard in the Western United States have the resources and funds they need to respond to what could be a really dangerous fire season?

General GRASS. Senator, if I could take that, every year, we prepare ahead of time. Many of the States have training underway, especially the MAFFS units. They've already certified for the season I believe. But also our Black Hawks and Chinooks that carry the Bambi Buckets, they're out training.

The ground crews, they're tied very closely to the National Interagency Firefighting Center at Boise, Idaho, to get their certifications in through the States.

I'm not concerned about the number of forces and the training level now, but I am concerned about the future, going out to full sequestration, and less units, less training at the unit level, which it takes leaders. You have to grow leaders that can go out and fight a fire—or manage a fire. You don't fight it. You manage a fire.

And we will lose that capability over time.

Senator UDALL. And what can this committee do to make sure that capability is there?

HOMELAND MISSION

General GRASS. Senator, I plan on, when I meet with the commission on the future of the Army, to talk to them about the homeland mission in great depth. That's why I think it's very important, if we can lock down any changes to the National Guard until NDAA 2017, so we can get a good serious look at this homeland mission.

Senator UDALL. Great. Thank you.

My understanding is that the Air Force Special Operations is interested in increasing its coordination and training with the Air National Guard.

Can you talk about how this would benefit the Air Guard and Active Duty?

General CLARKE. Yes, sir. So being a seamless part of the total force—the Air Force Reserve, the Air National Guard, and the regular Air Force—we operate the same equipment, and we meet the same standards. We take the same inspections. We do all of that seamlessly.

With regard to Special Operations, what they are looking for is to capture experience that they're losing off the regular Air Force to help them with operations and maintenance of the airplanes that they have. That's true across all of our portfolio, but the Air Force Special Operations Command is looking at ways to do that more than we're doing today.

Senator UDALL. Good, good. My understanding is this would free up Special Operations for missions while allowing the Guard to train new operators, strengthen their ability to support the Active Duty force.

Do you agree with that assessment?

General CLARKE. Yes, sir.

Senator UDALL. Yes.

I see my time is very close to running out, so why don't I just submit the rest of these questions for the record. I appreciate your service. Thank you for being here today.

Senator COCHRAN. Thank you, Senator.

The Senator from Alaska, Ms. Murkowski.

Senator MURKOWSKI. Thank you, Mr. Chairman.

Gentlemen, ma'am, welcome to the committee this morning. Thank you for your leadership.

ARCTIC

I just came back from a visit to Iqaluit, Nunavut Territory, in Canada with Secretary Kerry, where the United States assumed the chair of the Arctic Council. We will have that position for the next 2 years. It's our opportunity as an Arctic Nation to lead as one.

So the question to you, General Grass, this morning is kind of big picture here, but focused on what we have been able to do with the National Guard State Partnership Program. As you know, in Alaska, we have a very strong partnership between the Alaskan

National Guard and Mongolia. We continue to see great things out of that, and I'm encouraged by that.

But it caused me to just kind of reflect about what may or may not be appropriate with the National Guard in building out from the State Partnership Program with our allies among other Arctic nations and perhaps the opportunity to participate in NATO (North Atlantic Treaty Organization) exercises involving Arctic and cold-weather scenarios.

I heard you mention, General Clarke, that C-130s were sent down to Antarctica for some cold testing. We can give you some pretty cold stuff up North, too, if you want to go to the other end of the pole.

But can you address whether or not any thought has been given to whether it would be appropriate to have these types of State partnerships with our friends in the Arctic?

General GRASS. Senator, first let me say that we work very closely with Northern Command right now and the Canadians on two missions. One is looking at what capabilities we'll need in the future to respond to an environmental disaster that occurs in the Arctic. The second one is search and rescue. And then we actually lean heavily on the New York Air National Guard unit that's been flying for 40 years into Antarctica, what they've learned about the effects on the aircraft, the communication system, the nav system.

So we are using them as well, but working very closely through NORTHCOM on this issue.

MONGOLIAN PARTNERSHIP

Ma'am, on the Mongolian partnership that you have, one of the best no doubt, they've actually deployed together. Their first deployment into Afghanistan, I think they had two Alaska non-commissioned officers embedded in their formation. And they did a number of rotations together.

So it's a very tight partnership, focused on warfighting capability but also focused on responding to the needs of their citizens both from Alaska, what we learn, and the Mongolian military.

I think there are possibilities for us to continue to expand that in the future.

Right now, one of the main issues that we're dealing with on the partnership program, we have 74 countries now, so many States have two, some have three partners. And we'll probably stand up two more in Africa this year. So now we're up to 76, but the budget has been pretty constant. So that's the real limiting factor I think going forward.

SEXUAL ABUSE AND SEXUAL MISCONDUCT

Senator MURKOWSKI. Okay. It would be something that we'd be interested in speaking with you a little bit more and just understanding where we go with it.

A question then regarding the very comprehensive review that was conducted last year with the Alaska National Guard of the command climate as a consequence of the reporting of sexual abuse and sexual misconduct. The Office of Complex Investigations did this comprehensive review. They found some significant issues.

There have been some movements. The adjutant general was replaced.

But I understand that the National Guard Bureau played a significant role in terms of providing assistance to identify where the Alaska Guard can remedy some of these identified deficiencies.

Can you describe for the subcommittee this morning what the plans for remedying those findings were, and where we are in terms of encouraging the Alaska National Guard to implement those recommendations? And also whether you felt that the readiness of the Guard units there were impacted by all that was going on, not only before but during the course of this investigation, and if you're satisfied that the readiness issue has been addressed now?

General GRASS. Senator, let me first start by saying that the problems that Alaska experienced were caused by a small number of folks. Your National Guard, I've seen them around the world. There's probably not a week that goes by that they're not rescuing someone, the rescue unit there.

Senator MURKOWSKI. We're very proud of them, too. Thank you for saying that.

General GRASS. Very talented. And when the Governor requested our Office of Complex Investigations to send a team up, we devoted months of going up and looking at the organization. We came out with 35 recommendations in five areas. I won't go into great detail. We can come and brief you on that.

But the key point was that there was education. There were, in some cases, leadership changes that occurred. And then the third part of that was prosecution. And the prosecution probably dragged out much longer, but that wasn't within our control.

One of the things we learned in the process is that the military code for Alaska Guard was a bit weak and needed to be beefed-up. So last fall, I sent a one-star General up and he had access to anyone he needed. He worked with the Governor's office, with the adjutant general's office, the acting adjutant general at that time, and began to build implementation plans.

We are still working that. He came home in December, but we're still continuing to follow up with General Hummel now that she's in place. This will go on for a while.

Some of that will take legislative changes in State, but we're working very closely with the Governor's office as well.

Senator MURKOWSKI. Good. I appreciate that update. I know that the State legislature has worked to address that. I don't know whether they were successful in this session, but thank you for your attention to it.

I know that structurally, we want to make sure that, moving forward, we don't have incidents of this nature, not only in the Alaska Guard, but throughout our various State Guard units. So thank you for your leadership.

Thank you, Mr. Chairman.

Senator COCHRAN. Thank you, Senator.

The Senator from Missouri, Mr. Blunt.

Senator BLUNT. Thank you, Mr. Chairman.

C-130S AND UPGRADES

General Clarke, I think we've already had several questions on C-130s, but is the current status that the upgrades of the H models will meet the deadline to all be transitioned where they need to be by the time that either they be transitioned or no longer in use?

General CLARKE. Yes, sir. Working with the regular Air Force and Air Force Reserve Command, we've come up with a plan that's solid, and I 100 percent believe that we're going to meet the mandates.

Senator BLUNT. And I know you're well aware of what happens at Saint Joseph, at Rosecrans, the training for our allies around the world that come there for training. I believe we're now at a place where we're going to have two C-130 multi-mission crew trainers move to Saint Joe. They are also going to relocate in a relocatable shelter, a simulator shelter there.

Do you know what the timeframe on that will be?

General CLARKE. Sir, the first simulator arrived roughly at the end of calendar year 2015, so not long, and the one after that will follow not too long after that.

And thanks to this body, we purchased that with NGREA money.

Senator BLUNT. Great. Well, I'm pleased about that. I know the community that is very supportive of the base is, too. And one of the things that we've been hoping we'd see there was the simulator capacity to train even beyond where we were with the planes that were there.

A-10S TRANSITION IMPACTS

General Clarke or General Jackson, either one, on the transition from the A-10s, I've been concerned that everybody we see from the ground perspective believes that the A-10 continues to be a great plane and does what it does better than anything else would do it.

But I'd want you to talk a little bit about where that transition is, General Jackson, and also your sense of how the replacement plane will do what the A-10 does on the ground and then other things it may do as well.

General JACKSON. Senator, thanks for your question. As you're well aware, the 442nd Fighter Wing is the Air Reserve Wing at Whiteman Air Force Base, Missouri that flies the A-10. They recently deployed. They returned from deployment and did an outstanding job in support of our members on the ground, and we're very proud of that unit.

The discussion once again revolves around whether or not the A-10 will be able to be divested from the Air Force, which includes the Air Force Reserve and Air National Guard. The plan for doing that, the re-flow plan, is being discussed with you right now.

When it comes to backfilling requirements, if the A-10s out of Whiteman would be removed, they would be backfilled if F-16s, as the F-35s come onboard. And the discussion of that timeline basically has gone back and forth from all the way up to 2018 back 2017, up to 2019 and back to 2016.

So what I would say about the aircraft, sir, is that General Welsh does a great job of telling the story of the A-10 and why we're making this difficult decision.

He has flown the A-10. I have not. I have flown the F-16, just like he has. And I can tell you that from the F-16 perspective, which would be the replacement airframe at Whiteman, as an example, we are dedicated to the CAS (close-air support) support and the requirement to go ahead and do that mission set.

Currently, the F-16s and F-15Es do the preponderance of that type of close air support in the U.S. Central Command Area of Responsibility, with an addition of some B-1s, B-52s. But that platform, the F-16 that I have flown, is extremely capable and able to do the CAS mission as the A-10 is.

Having to make this difficult choice, I'm very happy that the Chief and the Secretary have decided to go ahead and continue to keep that Air Force Reserve experience in that fighter platform with the CAS experience, even though we may be doing it in the F-16 versus the A-10.

Senator BLUNT. And how much retraining will be necessary for our great A-10 pilots there now to transition to the other plane?

General JACKSON. Sir, what normally happens when a unit goes into a conversation between two weapon systems, and I did this when I was assigned to USAFE (United States Air Forces in Europe) in Germany, is that we take the unit down for conversion. Now, that is to train members, but most of those, as an example in the 442nd, well over 30 to 35 percent of our pilots have flown the F-16 before. So the bottom line is they'll have to go through a reduced training requirement.

The maintainers, about 30 percent of those have maintained F-16s at other locations or on Active Duty. So, once again, they'll go through a reduced training requirement.

If you have to go through a long course, it's going to be about 150 days, but that's for a brand new lieutenant that's never flown a fighter aircraft that would have to go and get fully trained in the F-16.

Senator BLUNT. Mr. Chairman, I have another question. I can't quite tell on my time, I think my time is running the other direction. I'm pretty sure of that.

I'm going to ask one more question.

REDUCTION IN FORCE

General Grass and General Talley, both, General Jackson mentioned as you all are dealing with all the time the difficult choices, and obviously we see a lot of those going on right now as we deal with numbers, defense numbers, that everybody would like to be higher.

It does seem to me, as we make those difficult choices, that actually instead of the Guard and Reserve taking a proportionate share of those, it would seem to me that it would actually be the time to be looking at building the Guard and Reserve, so that they are there when we need them.

Either one of your views on that or both your views on that? General Talley, do you want to start with that? And then General Grass. And that will be my last question.

General TALLEY. Yes, sir. Senator, thank you for the question.

I agree with you, to be frank. Force structure in the Army Reserve, as I had mentioned in my opening statement, was changed in the 1990s by General Sullivan, who was the great 32nd Chief of Staff of the Army, and put most of that combat support and service support that was in the Army, it's no longer in the Army and the Army National Guard, unless it's organic or brigade combat. It is all in the Army Reserve.

So the Army can't execute its mission globally daily, contingent or combat, without the Army Reserve. So if we de facto become strategic—and I'm becoming strategic as we speak because of funding reductions. So I'm more worried about funding reductions and less resourcing to train and maintain that readiness because the Army will fail its mission if I can't have my CS and CSS ready to go.

So we can't afford in the Army to have the Army Reserve strategic. But for me, it's really more of an OPTEMPO funding issue as it is a force structure and an end-strength. Although, I agree we probably should, I would argue, put a pause on reducing the total Army at all. I think we ought to hold the total Army where it is, I mean just looking at what's going on around the world.

Thank you, sir.

Senator BLUNT. General Grass.

General GRASS. Senator, General Tally laid it pretty well. If I could add, I've been to 40 States now, and I'm sure whether it's Guard or Reserve, if you look at this young force we have today—experienced, well-trained, equipped, ready to go—I think it's exactly what the Nation needs to take a serious look at right now as a strategic edge in a very uncertain world with the fiscal challenges we face.

Senator BLUNT. I would think the point you're both making that I agree with is, if you are downsizing the full-time force, even more important to have a substantial Reserve and Guard backing up that full-time force.

Mr. Chairman, I think it's something we ought to be thinking about. My time is up.

Senator COCHRAN. Thank you, Senator.

The Senator from Vermont, Mr. Leahy.

Senator LEAHY. Thank you, Mr. Chairman.

I welcome all the witnesses. With many of you, we've talked over a number of these matters before.

As co-chair of the Senate's National Guard Caucus, I'm a strong believer in the value the Reserve components provide our country. In fact, we will not prevail in any major conflict without the strength of the Guard and Reserve. Certainly, in the last few years, that's been brought home over and over again. I don't think we have to worry about this committee wanting to keep you strong.

Incidentally, the Guard caucus is a strong bipartisan caucus. Senator Lindsey Graham and I have kept it that way.

General Grass, I know I chatted with you the other day. You're going to Vermont this weekend. I think you just said that you've been to 44 States. Well, it'll be 45 now.

You're going to see a wonderful Army aviation facility in South Burlington, some of my favorite Guard people there. The men and women who work there will make you proud.

In just meeting them, you'll see these are people dedicated to their country, dedicated to the mission. They're flying Black Hawks, flown overseas, rescue missions, in combat.

Given all the talk of the transfer of every Apache attack helicopter out of the Nation's Reserve components, which I don't really agree with, should States that do not have an Apache unit but Black Hawks, like we do, do we have to start worrying, too?

General GRASS. Senator, as we begin to draw down even in the first round of the two battalions that will leave in 2016, the attack battalions, Apaches, as we begin to draw down, we will reallocate resources from across, and a full ARI implementation of the Apache will affect about 22 States, because you just can't close down. You have to move both full-time manning, you have to move aircraft to fill in when you take 24 aircraft out of one State.

Senator LEAHY. Should we be worried about our Black Hawks?

General GRASS. Senator, every State should be worried about the redistribution of assets now.

Senator LEAHY. All right. You may be asked this question again when you get to Vermont. But you might want to talk with them about some of the combat missions they've had. These are the most advanced Black Hawks. One of things, when they're in an area like Afghanistan or Iraq, as they're out in the mountains, they could pick up somebody and then get back to altitude very, very quickly.

STATE PARTNERSHIP PROGRAM

We've also seen in Vermont a tremendous impact of the State Partnership Program. We've done this with Macedonia, which I've actually visited them there, and Senegal, which I haven't. But we've heard the challenges, particularly the complexity of operating through half a dozen funding streams.

How can the funding for the program be streamlined to be more efficient and give our combatant commanders more effective results? I'm trying to think of cutting down, trying to look at this and this and this, whether they're actually getting something done.

General GRASS. Senator, last year, we conducted over 700 engagements on behalf of the combatant commands through our 74 State partner countries. And I mentioned earlier that we're going to grow two more this year in Africa.

But the money is very tight, very tight right now. And it's competing against very high priorities. So I think if this body were to add money to our State Partnership Program, realizing that our overhead for the 74 countries and 700 events is about \$12 million. It dropped a bit in 2015. But if that money was fenced in some way, then we would apply it to our overhead and expand our partnership engagements.

Senator LEAHY. I like the idea of these partnerships. I like the number of countries they go in.

This is a very clear U.S. presence, which is welcomed by the country. I like seeing our folks there, the U.S. flag there.

As you know, there are other countries that don't share some of the interests that we do, in everything from democracy to security.

A number of those countries, they would love to make the inroads, they would love to be welcomed as we are. Just from a national security point of view, as well as the view of the United States, we want to increase this not decrease it.

If I have other questions, I'll submit them for the record.

But, General Grass, I applaud you and everybody lined up here with you who work so hard on these programs.

And on behalf of my son, General Mills, I do have to say semper fi. I'm not taking sides, but for this young marine, I say semper fi.

Thank you, Mr. Chairman.

Senator COCHRAN. Thank you, Senator.

The Senator from Kansas, Mr. Moran.

CYBER

Senator MORAN. Mr. Chairman, thank you very much.

General Grass, I want to follow up with my conversation with General Clarke. We shook hands this morning, and you congratulated us on the success of reaching agreement between the Kansas National Guard and the Air Guard.

What concerns me about what I heard this morning is that there's something necessary to happen with NDAA or the appropriations process. My question is: Is there anything that now prevents the Guard from entering into some formalized agreement between the National Guard and the Kansas Guard related to cyber?

What you were congratulating me about and indicating the success that has taken place, why can't that be put in writing? To my knowledge, there's nothing in NDAA that's necessary for us to formalize, for you to formalize that agreement. Is there anything preventing you from signing an agreement now?

General GRASS. Senator, one of the things we looked at in cyber a year ago, and all the Governors have been very outspoken about this, that we expand cyber capability across the Guard. And my concern was that we needed a strategy to do that. I think General Clarke laid out that strategy of how we would look at the capabilities from civilian skills as well as the upward mobility of folks that grow in those units.

But my bigger concern was the strategy of where we put those units. So General Clarke and General Kadavy meet periodically. This summer, we're going to announce the stationing to the adjutants general of another 11 units, four Air and seven more Army. We just announced in February three more Army.

But the intent is to work it together, because whether it's an Air Guard or Army Guard unit, I told them I didn't want to wake up one day and see them all piled up in one region of the country.

Our goal was first to have a cyber capability in the Guard in every FEMA (Federal Emergency Management Agency) region, and we're on a path to hit that. Then the next step is every State that could support it would have a cyber capability, and that's my commitment to the Governors.

The bigger issue, though, Senator, and I think definitely the Secretary Work is working this right now at the Pentagon. He's established the working group. It's the authorities that we've got to get after. We can build the forces, and we're going to do this. And Sec-

retary Carter has made this a priority. I see more for all the Reserve components for the future, of growing capability.

But it's the authority of what we can do in State Active Duty versus a Federal authority, and where are the boundaries? So those authorities will actually probably come to the Congress at some point to work through.

So we're really taking that on now to identify what we need to be able to function from the Governors' call as well as the President's call. And General Clarke can talk specifically about the red team and that you have and the blue team, and the group, how soon we can get those.

Senator MORAN. But you're suggesting, General Grass, that something is required from NDAA or from Congress before you can formalize the agreement?

General CLARKE. Senator, when I say that, I don't even promise people capabilities for existing things we have until an NDAA is signed, because we have to have the authority to execute mission based on what the Congress authorizes money for. So the plan, including the cyber for Kansas, is based on the authorities given to us, written into the NDAA, that says this is what the Congress is willing to stand up for and pay for. It might be Apache helicopters, A-10s, whatever it is out there, including cyber capabilities.

If you're looking for a written instrument that indicates what the plan is, I can certainly do that with the TAG of Kansas. So far, it's been verbal and email exchange with the TAG of Kansas, saying he agrees with it. I have those emails, if you'd like that for record. But he agrees with what we're planning to do there.

[The information follows:]



NATIONAL GUARD BUREAU
 1000 AIR FORCE PENTAGON, ROOM 4E126
 WASHINGTON, DC 20330-1000

MEMORANDUM FOR Major General Lee E. Tafanelli
 The Adjutant General, Kansas
 2800 South West Topeka Boulevard
 Topeka, KS 66611

FROM: NGB/CF

01 MAY 2015

SUBJECT: Discussions on the Way Ahead for ANG Cyber Force Structure in Kansas

During the 29 April 2015 Senate Appropriations Committee hearing, Senator Moran requested the National Guard Bureau send a memorandum confirming the discussions we have had on the way ahead for ANG Cyber force structure in Kansas. During testimony, I confirmed that the options discussed between the National Guard Bureau and yourself were based on passage of a budget (FY16 NDAA) that provides the resources necessary to execute the plan below.

Per our previous conversations, the transition of the cyber units in Kansas to standardized templates and new missions includes:

- a. Growing the 127th Network Warfare Flight to a full Cyberspace Operations Squadron (COS) in fiscal year (FY) 2016
- b. Standing-up a Cyberspace Operations Group (COG) in FY16

The template and rank structure for both the new group and squadron are as follows:

- a. Both the 177th Information Aggressor Squadron (IAS) and 127 COS will adhere to the Cyber manpower template, resulting in 19 Drill Status-Officers, 38 Drill Status-Enlisted, 2 AGR-Officers, 4 AGR-Enlisted, and 13 full-time Technicians each
- b. The COG will consist of 5 Drill Status-Officers, 1 AGR-Officer, 12 Drill Status-Enlisted, and 3 full-time Technician positions and will have the 177 IAS, 127 COS, and 299th Network Operations Security Squadron aligned under it

We believe this plan will position Kansas to develop cyber leaders with the addition of a Cyberspace Operations Group and Squadron at McConnell Air Force Base, Kansas. This will offer additional career diversity and mobility within the Kansas Air National Guard cyber force. We look forward to working with you on this initiative.

STANLEY E. CLARKE III
 Lieutenant General, USAF
 Director, Air National Guard

General CLARKE. But it's when the NDAA is signed and it's official record in law, we can move forward on anything that comes to the Department of Defense, including cyber.

Senator MORAN. I have other questions or concerns about this, but let's have this conversation outside.

General CLARKE. Yes, sir.

Senator MORAN. I appreciate the chance to have this conversation with you, General Clarke, and you, General Grass. Thank you.

Senator COCHRAN. The Senator from Missouri, Mr. Blunt.

CYBER

Senator BLUNT. Well, following up on cyber, clearly, it's one of our great challenges right now, to be sure we're effectively combating cyber. I'm on the intel committee. We've reported a bill out that would do some things—information-sharing, some liability protections, other things that I think are headed in the right direction.

But in terms of our cyber fighting force, here's another area where I actually think that the combination of a private sector job and the Guard and Reserve opportunity in cyber could be really great in how those two things come together.

And so, General Grass, and then, General Clarke, your sense of where the Guard and the Reserve can fill an important place in the cyber fight would be helpful.

General GRASS. Senator, one of the parameters that we do use for basing is we look at the industry in the area. Is there a capability there? So when the States submit a package that they want to compete for a cyber capability, they will lay that out for us.

My vision for the future is most of our cyber units, probably be 80 percent to 90 percent of that unit will be drill status guardsmen that will have civilian jobs in cyber. Ten percent to 20 percent will be the full-time staff that's there every day.

What we've found so far, and General Clarke can probably talk more about it, is in some of those capabilities we stood up in the network warfare squadrons, specifically two of them that support Fort Meade and CYBERCOM (Cyber Command), they actually are giving us money now to bring cyber warriors on duty, additional, at different times, so we provide a surge capability. Some of them actually become 3-year surge capabilities.

Senator BLUNT. General Clarke.

General CLARKE. Yes, sir. The competitive advantages that we offer in cyber are three parts.

One is, we're able to take people who have civilian skill sets that do cyber for a living and put them to work. One of the most clever slides I've ever seen in the Pentagon was a slide that had the network warfare squadron designation at the top, and the entire slide is covered with icons and patches of corporations like Apple, Microsoft, Hewlett Packard, Boeing, and others, NSA (National Security Agency). That's what they do in their civilian careers in the IT world. Not that they just work there, but they actually do IT stuff.

If you look at that from a different perspective, from the individual perspective, huge networking opportunity, from the Guard perspective, we're leveraging all of that expertise for things that we need to do in the military world. And if you look at it from the employer perspective, they said, "Well, let me get this right, at least once a month or more often, they get to go to a conference with the rest of these people doing IT and learning things about computer network defense and sharing those skill sets and talking about that." That's a huge competitive advantage in itself.

The other thing we do is we capture separating members of the services, regular Air Force, for instance, who might decide to leave. Then we can put them to work, so we capture that experience, be-

cause people love serving in the Guard, love being in the cyber portfolio.

The third part, and especially when it comes to being able to work with industry and work with government, State and local, you have someone who has affiliation with them automatically, and they're allowed in the door to have a relationship with them to help enforce their cyber capabilities, which then helps the Governors, helps the mayors, helps whoever in the State, in the local community.

Senator BLUNT. I think that chart that you talked about, you create here the opportunity for a level of what in the ag world, that Senator Cochran and Senator Moran and I all care about, you call hybrid vigor. You're bringing all of these new ideas, different ideas and different backgrounds together with frequency. And that creates a different dynamic than you likely could create in any other way.

So I certainly think this is one of the perfect places for the Guard and Reserve to play a role that brings a rapidly changing area into a new level of vigor in performance that would be hard for me to imagine you could get as easily anywhere else.

I'm going to be continuing to look at what you're doing there. I think there's a Missouri cyber unit that is standing up now, and we're going to be watching that as well.

General.

General GRASS. Senator, if I could, I know this committee is definitely interested, and I would encourage either the members or their staffs to come to Cyber Guard. It's hosted every year. It's made up of Active, Guard, and Reserve. It's right here. I think this year it's at Suffolk here in Virginia.

We bring it all together and they actually hammer out and battle for 2 weeks in the cyber range, and it brings in DHS as well. We bring in power companies to work as a part of this. I think it's in the middle of June this year.

Senator BLUNT. Thank you.

Thank you, Chairman.

General TALLEY. Mr. Chairman, if I could?

Senator, the Army Reserves' private-public partnership, we have 3,500 cyber warriors, and 6,500 when you add in the support. In the Army Reserve, because we're technical enablers, we're the most connected to the private sector, in my opinion, of any service or component.

We just had a signing up on the Hill and a large number of the Members of the U.S. Senate and their staffs were there. Eleven companies, to include Microsoft, six universities, and our cyber folks formally partnering between the private sector, the academic sector, and the Army Reserve, as we offer that cyber in offense to support the National Security Agency, defense with our two-star signal command in Georgia, and also protecting the platforms. So I'd love to send you more information on that.

Thank you, Mr. Chairman.

Senator COCHRAN. Thank you.

Let me just make an observation that we were very pleased to hear the decision to bring the 815th Airlift Squadron back to mission-ready status in Mississippi. We appreciate that news.

I wonder, will there be associated with that any request for supplemental funding or the need to authorize this in a formal way? Or can we just leave this up to you, that the necessary manpower is going to be returned to the 815th Airlift Squadron as soon as possible?

General JACKSON. Mr. Chairman, once again, we're very proud of the 403rd wing down in Mississippi at Keesler Air Force Base. And of course, the 815th is part of that outstanding wing down there in Mississippi.

Part of the ability to restore parts of that organization will require some manpower that we've already put into the calculus for this fiscal year 2016 President's budget submission.

In addition, our requested appropriation for O&M (operation and maintenance) includes the required flying hours that we'll need there also. But I'll go back and make sure that that math is correct and get you an answer on that, sir.

Senator COCHRAN. Okay, thank you. Thank you very much.

Senator, do you have other questions? Senator Moran.

Senator MORAN. No, Senator. Thank you for asking.

ADDITIONAL COMMITTEE QUESTIONS

Senator COCHRAN. Let me thank our panel, our distinguished panel of heavy hitters in here today. We appreciate the outstanding service that you are providing our country and our national security efforts and requirements.

We want to thank you for your cooperation with our committee in responding to the questions of Senators and others in preparation for the hearing. We're grateful for your service and your courtesies. And we look forward to maintaining a continuing dialog, as necessary, through the fiscal year 2016 appropriations process.

We're going to permit Senators to submit and supplement the record with any additional written questions they may have. In that case, we may be submitting additional questions to you, and we hope you'll be able to respond within a reasonable time.

[The following questions were not asked at the hearing, but were submitted to the Department for response subsequent to the hearing:]

QUESTIONS SUBMITTED TO GENERAL FRANK J. GRASS

QUESTIONS SUBMITTED BY SENATOR PATRICK J. LEAHY

Question. What modifications to the State Partnership Program would you recommend to ensure effective coordination within the Department and during in-country activities to best execute the mission and communicate back the significant return on investment SPP provides? Additionally, how can SPP funding be made more efficient for our Guardsmen and those funding the program through the National Guard Bureau and geographic combatant commands?

Answer. The Army Aviation Restructure Initiative plan establishes a constrained operational Apache force while it builds a large "spares" (or float) account. The Aviation Restructure Initiative allocates 480 Apaches for 20 manned, deployable Attack Reconnaissance Battalions and 80 Apaches to the training base, which leaves 164 Apaches for spares, depot maintenance, and the AH-64E Boeing remanufacture line. On the other hand the National Guard proposal limits the size of the spares account to provide greater operational Apache capacity. The National Guard plan allocates 552 Apaches for 24 manned, deployable Attack Reconnaissance Battalions and 80 Apaches to the training base, which leaves 92 Apaches for spares, depot, and the remanufacture line. The Army projects the Apache fleet will be 724 aircraft in fiscal year 2019 and has programmed a fleet of 690 AH-64Es in fiscal year 2025.

The Guard plan would program a fleet of 701 AH-64Es in fiscal year 2025, requiring the conversions of 11 more AH-64Es for about \$220 million. The Army insists that the Active Component must have 20 Attack Reconnaissance Battalions (not 18 as proposed in the National Guard plan) and must retain a large spares account in excess of 130 Apaches. This would require the Army to procure up to 104 additional Apaches.

The Aviation Restructure Initiative plan does provide funding for Black Hawk re-qualification training of Army National Guard pilots and mechanics—except for fiscal year 2015. The Aviation Restructure Initiative plan does not fund the \$2.6M Guard requirement in fiscal year 2015 for school course costs, pay and allowances, and flying hour operational tempo. We are trying to work through fiscal year 2015 options with Army Headquarters, but at this point in the fiscal year it is unlikely that we will be able to meet the requirement. Likewise, the Aviation Restructure Initiative plan covers most of the transportation costs to move aircraft and equipment to and from the National Guard, but Guard pay and allowance costs (approximately \$1 million) directly related to the inspection and movement of the aircraft and equipment are not covered by the ARI plan and must be diverted from other Army Guard tasks.

Question. As a planning organization, the military develops extensive operational plans and concepts of operations for how to use the personnel and equipment funded by the Committee, both likely and catastrophic. What is the status on the development of plans for how to use National Guard personnel and equipment also funded by this Committee for complex, catastrophic events within the United States under command of civil authorities, and why is the creation of such plans important to the President's budget?

Answer. The National Guard Bureau is developing complex, catastrophic event support plans for pre-identified catastrophic scenarios in concert with the Federal Emergency Management Agency (FEMA), U.S. Northern Command (USNORTHCOM), and U.S. Pacific Command (USPACOM). Key to National Guard support in planning efforts is accounting for the gaps identified by the Emergency Management Consortiums (example: Central United States Earthquake Consortium and Western States Seismic Policy Counsel for earthquakes).

The National Guard's 54 States, Territories, and the District of Columbia developed their All-hazard plans, and coordinate, integrate, and synchronize them during planning conferences and table top exercises (example: New Madrid Seismic Zone Capstone 14). Testing these plans during National Level Exercises ensures proper and timely responses during catastrophic emergencies (example: Ardent Sentry 15—Southern California earthquake response).

National Guard strategic planning serves as a shock absorber and helps set the operational framework down to the local level. National Guard planning ensures relief from Federal response and provides all available National Guard forces for the Nation's best response. Integrating National Guard plans reduces duplicate funding, increases the visibility of capability gaps, and better focuses the whole of government response during a complex, catastrophic event.

The creation of strategic level plans for the employment of National Guard Resources and Personnel are important as they only outline specific and applied capabilities, as well as the requirements for maintaining those capabilities as well as un-filled requirements and projected associated costs. Both of these items go before review and budgeting process and therefore have the potential to influence budget lines in the President's Budget for Military Operations concerning the National Guard and specifically, during Domestic Operations.

For example, during fiscal year 2014, the Army National Guard performed state missions in response to more than 116 events, including the continued cleanup of the devastation caused by Hurricane Sandy (October 2012).

TABLE 1: ARMY NATIONAL GUARD DEFENSE SUPPORT OF CIVIL AUTHORITIES AND STATE MISSIONS

Event Type	No. of Events	Event Type	No. of Events
Key asset protection	2	Search and rescue	55
Law enforcement support	10	Water support	7
Winter storm response	46	Tornado	15
Flood	16	Explosive ordnance disposal	29
Special Event	12	Southwest border	1
Fire	25	Severe weather	7
Civil Support Team response	130	Counterdrug	2
Hurricane or Tropical Storm	7	Other	14

In the Air National Guard's state role, units provided support for civil authorities during fiscal year 2014. Examples include fighting wildfires with the Modular Airborne Firefighting System (MAFFS); providing recovery efforts following the tornado that destroyed Moore, Oklahoma; conducting search and rescue operations by the Alaska Rescue Coordination Center (saved 1,668 lives during 4,444 missions and assisted an additional 701 persons to safety); protecting the police command post in Ferguson, Missouri during civil unrest; clearing roads to assist emergency vehicles during Hurricane Sandy; and conducting counterdrug operations in the Rio Grande Valley of the Texas border.

TABLE 2: RECENT ANG INITIATIVES TO PROVIDE SUPPORT TO CIVIL AUTHORITIES

Event	Equipment/Capability
2015 Boston Marathon	JSCC deployment support
2015 Texas Flooding	Eagle Vision in support of event
2015 Santa Barbara Oil Spill	Eagle Vision in support of event
2015 Northern GA Ice Storm	Eagle Vision in support of event
2014 Washington Mudslide, Snohomish County, Oso WA	Two Fatality Search and Recovery Teams (FSRT) recovered remains and assisted coroner from 25 March through 8 April. Refrigerated trailers, tents and personal protective equipment (PPE) were used.
2013 Presidential Inauguration	Two Disaster Relief Mobile Kitchen Trailers (DRMKT) were used at McKinley and Wilkinson H.S. to feed 1,800 soldiers from 18 January through 22 January.

TABLE 3: SELECTED NATIONAL GUARD AND RESERVE EQUIPMENT APPROPRIATION-FUNDED AIR NATIONAL GUARD COMMUNITY RESPONSES

Event	Equipment/Capability
2015 Baltimore Riots	Mobile Emergency Operation Center, Tactical Command Package, and Non-Lethal Capability Sets, and Less-Than-Lethal Supportive Sets
2015 New York Snow Storm	Debris Removal Equipment
2014 Washington (State) Mudslides	Fatality Search and Rescue Team, Disaster Relief Bed-down Sets, Refrigerated Trailers, Tents and Personal Protective Equipment
2014 California RIM Fire	Mobile Emergency Operation Center and Tactical Command Package
2014 South Dakota Forest Fire	Mobile Emergency Operation Center and Tactical Command Package
2013 South Dakota Flood	Mobile Emergency Operation Center and Tactical Command Package
2013 Arkansas Tornado	Mobile Emergency Operation Center and Tactical Command Package
2013 Presidential Inauguration	Disaster Relief Mobile Kitchen Trailers
Southwest Border	Joint Incident Site Communication Capability

QUESTIONS SUBMITTED BY SENATOR BARBARA A. MIKULSKI

NATIONAL GUARD C-130J FLYING MISSION

Question. General Grass, Lieutenant General Clarke, Major General Kadavy, and Lieutenant General Jackson, while the Air Force divests in the A-10, it has announced its intention to transfer from the A-10 to C-130J's in Maryland in 2018. However, there have been no plans submitted to support this, nor has there been an announced plan to augment the National Guard's fleet with C-130J's. When will the Air Force have a "Bed Down" plan for location of the C-130J's, and what factors are being considered for that "Bed Down" plan?

Answer. Presently, the Air Force is awaiting Congressional approval to divest the A-10. Pending that approval, Air Mobility Command (AMC), as the fleet manager for the Mobility Air Force (MAF) C-130J aircraft, will be able to provide a bed down for Warfield (Martin State) Air National Guard Base in Maryland. AMC maintains the C-130J "Bed Down" plan for the Active Duty, Air National Guard and Air Force Reserve Command.

Currently, all C-130J aircraft have been assigned (including Martin State) and assignments are not expected to change. Unless additional funds are provided, additional Mobility Air Forces (MAF) C-130J aircraft are not funded for production. The fiscal year 2014 Program of Record is to procure 134 Combat Delivery aircraft; approximately 104 of these aircraft have been delivered as of early fiscal year 2015. ANG (as of May 2015) possesses 16 previously delivered C-130J aircraft, with another 8 to be delivered for Martin State in the future.

FORCE STRUCTURE OF THE ARMY

Question. General Grass, Major General Kadavy, Lieutenant General Clarke, Lieutenant General Jackson, and Lieutenant General Talley: I have supported plans for a comprehensive review of the Army's force structure to determine how important capabilities can be maintained in these tough budget times. What are the factors that you have considered in determining the appropriate size of the total force and the mix of active duty and reserve forces? What is the cost difference between the active duty and reserve forces?

Answer. The Army National Guard is a full participant in the Army's Total Army Analysis, which is the Army's force structure analysis process. We work closely with Headquarters, Department of the Army as the combat reserve of the Army to activate, inactivate and convert units based on the results of Total Army Analysis to support both the combatant commanders and National Defense Strategy requirements. We then work with state adjutants general to allocate units throughout the 54 States and territories in areas that can generate and maintain readiness for those capabilities and simultaneously provide critical support to governors.

The exact cost difference between active and reserve forces varies depending on the frame of reference. Many studies conducted by the Army and others overwhelmingly conclude that reserve forces are:

- Significantly less expensive to the taxpayer when not mobilized or deployed; and
- Almost, but not quite as expensive as active forces, when used in an active duty status.

The two most often-cited cost analyses for the cost difference between active and reserve forces (to include all of the military services) are the 2013 "Unit Cost and Readiness for the Active and Reserve Components of the Armed Forces" conducted by the Secretary of Defense in response to Section 1080A of the National Defense Authorization Act fiscal year 2012 (Public Law 112-81) and the 2013 "Report of Reserve Forces Policy Board on Eliminating Major Gaps in DOD Data on the Fully-Burdened and Life-Cycle Cost of Military Personnel."

The NDAA report states that, at the individual Soldier level, the cost of a Reserve Component (RC) Soldier in a part-time status is approximately 16 percent of the cost of the Active Component (AC) counterpart. In a mobilized or active duty status, that same RC Soldier is approximately 95 percent of the cost of their active duty counterpart. The reduced cost of an activated RC Soldier lies primarily in lower utilization of benefits and reduced retirement annuity costs. (pp. 17)

The Reserve Forces Policy Board study determined: "The cost of an RC service member, when not activated, is less than one-third that of their AC counterpart . . . the RC per capita cost ranges from 22 percent to 32 percent of their AC counterpart's per capita costs, depending on which cost elements are included." (pp. 5)

QUESTIONS SUBMITTED BY SENATOR BRIAN SCHATZ

Question. NPR did a series on the National Guard. One of its reports noted that members of the National Guard face challenges in getting care for PTSD. That report asserted that Soldiers and airmen in the National Guard might be more likely to suffer from PTSD in part because they do not have regular access to the kind of support network you might find with the Active Duty. And while the Guard tries to do the same things that the Active Duty does to screen for individuals returning from deployment, one of the challenges of PTSD is that symptoms of war can appear long after returning home, when these Guardsmen may not be around that regular support network.

Do you agree that members of the National Guard face a different set of challenges with getting care for PTSD and other mental health needs?

Answer. Yes. A recent RAND study highlighted the challenges of the National Guard/RC accessing mental healthcare including PTSD due to our geo-dispersed population. The study specifically highlighted initial access and follow-up barriers if travel for services >30 minutes.

The ANG and ARNG recognize the unique challenges given our geographically dispersed population and therefore we continue to work closely with established DOD programs and established an enduring psychological health workforce at each ANG Wing and across the ARNG. The ANG has 93 Title 5 full-time embedded psychological health personnel, at all 89 ANG Wings, 1 at the Air National Guard Readiness Center, 1 at 254 Air Base Group, Guam and 2 additional DPHs (Florida and Hawaii) to support their large numbers of Geographically Separated Units. The ANGs DPH to SM ratio is 1:1200. The ANG also leverages a unique partnership

with the Active Component AF and AF Reserve via a “Total Force Liaison” initiative, which allows cross component DPH support mitigating some of the geo-dispersed barriers to care noted by RAND. The ARNG has 175 full time embedded psychological health personnel as they are transitioning from a national contract to a Federal Government workforce supported by some local contracts. The goal is to reach a 1:2000 provider to SM ratio.

These mental health professionals provide psychological health support and leverage community capacity and access to care.

Question. Can you describe what the National Guard is doing to bridge the gap so that these Soldiers and airmen are not falling through the crack when it comes to getting care for PTSD and other mental health needs?

Answer. (ARNG) Yes, here are the following programs:

Behavioral Health:

- Work closely with established DOD programs
- Defense Suicide Prevention Office, Vets4Warriors, VA Military Crisis Line, Military One Source, DOD SAFE HELPLINE and Defense Centers of Excellence for Psychological Health & TBI.
- ARNG Psychological Health Coordinators (PHCs) and ANG Directors of Psychological Health (DPH): Established in 2009 as expert advisors to leadership on psychological health issues, support resilience efforts and build community relationships. Psychological Health prevention, crisis intervention, referral and follow up case management.
- Outreach efforts deliver psychological health and resiliency information and resources to the user based at their location. Psychological health educators promote open dialogue and focused training to increase awareness and reduce stigma of seeking counseling.

Suicide Prevention:

- Current Trends: Decreasing, likely influenced by unit-level suicide prevention and resiliency programs tied to community resources.
- Suicides: 2009 = 79; 2010 = 134; 2011 = 116; 2012 = 132; 2013 = 134; 2014 = 84
- NG suicide demographics similar to civilian and AC: Single 17–29 Caucasian males.
- Prevention NG applies a holistic, evidence-based, community approach to prevent suicides and care for members and families.
- ARNG’s Community Health Promotion Council (CHPC) and the ANG’s Community Action Information Board (CAIB) and Integrated Delivery System (IDS) at each Joint Force Headquarters.
- Annual Unit Risk Inventories and Climate Surveys to identify high risk indicators.
- Unique RC Problems: Unemployment and Behavioral Health Treatment payment
- Addressed through the National Guard Employment Network, Transition Assistance Advisors, Yellow Ribbon Programs, and Veterans Opportunity for Work are in place to address this problem.
- RC Service members without Veteran status must pay for behavioral health treatment out of pocket. This is cost prohibitive and could potentially discourage a Service member from seeking assistance.

Yellow Ribbon:

- Helping Service Members and their Families in the National Guard connect with their local support community before, during, and after deployments.
- Informational events and activities, referrals, and proactive outreach services throughout the phases of deployment or mobilization
- Effectively, efficiently, and as close to the home as possible, ensuring they are informed, and self-sufficient, thus enabling them to sustain the rigors associated with deployment or mobilization
- How They Help:
 - TRICARE benefits and dental plans
 - Referrals to counseling services such as Financial Counseling and Child & Youth Counseling services
 - Veterans Affairs (VA) Benefits and VA enrollment
 - Substance Abuse Awareness and Counterdrug Programs
 - Safety Awareness
 - Domestic Violence and Sexual Assault Awareness
 - Emotional, Psychological and Behavioral Services
 - Marriage and Singles enrichment

—Employment Issues

In Transition:

- A free, voluntary program with coaches who provide psychological healthcare support to Service members, Veterans and their healthcare providers during times of transition.
- DOD developed—addresses Mental Health Task Force recommendation for care during transition
- Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury manages the program and its support
- In Transition offers:
 - Each member has a one-on-one Transitional Support Coach, available by phone, who is a master's-level, licensed behavioral health clinician
 - Support for members' mental health and wellness through the use of motivational interviewing, readiness, and action planning to identify and address challenges
 - Information for members about their mental healthcare and how to successfully change providers at the time of transfer or discharge
 - Assistance with referrals to and follow-up with new providers to ensure continuity of care for members
 - Information about local community resources, support groups, healthy lifestyle options, benefit enrollment and other health resources

Answer. (ANG) Yes, here are the following programs:

Behavioral Health:

- Case Management and Tracking: ANG DPHs have the ability to electronically track, support and encourage compliance throughout the treatment cycle.
- Annual Web Health Assessment: Computer based forum allows SMs the opportunity to note PTSD related concerns. Medical staff can partner with DPH to follow-up with SMs indicating PTSD symptoms. The ANG is partnering with DOD to create an annual Mental Health assessment solely focused on early identification and referral for Mental Health issues which includes PTSD.
- Work closely with established DOD programs
 - Defense Suicide Prevention Office, Vets4Warriors, VA Military Crisis Line, Military one Source, DOD SAFE HELPLINE and Defense Centers of Excellence for Psychological Health & TBI.
- ANG Directors of Psychological Health (DPH): Established in Oct 2010 as expert advisors to leadership on psychological health issues, support resilience efforts and build community relationships. Psychological Health prevention, crisis intervention, referral and follow up case management.
- Outreach efforts deliver psychological health and resiliency information and resources to the user based at their location. Psychological health educators promote open dialogue and focused training to increase awareness and reduce stigma of seeking counseling.

Suicide Prevention:

Current Trends: Over the past 5 years, the ANG rate has decreased, likely influenced by unit-level suicide prevention and resiliency programs tied to community resources.

- Suicides: 2009 = 15; 2010 = 19; 2011 = 17; 2012 = 22; 2013 = 14; 2014 = 14
- Prevention NG applies a holistic, evidence-based, community approach to prevent suicides and care for members and families.
- Community Action Information Board (CAIB) and Integrated Delivery System (IDS) at each Joint Force Headquarters.
- Annual Unit Risk Inventories and Climate Surveys to identify high risk indicators.

Unique RC Problems: Unemployment and Behavioral Health Treatment payment

- Addressed through the National Guard Employment Network, Transition Assistance Advisors, Yellow Ribbon Programs, and Veterans Opportunity for Work are in place to address this problem.
- RC Service members without Veteran status are personally responsible to pay for behavioral health treatment. This is cost prohibitive and could potentially discourage a Service member from seeking assistance.

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- Informational events and activities, referrals, and proactive outreach services throughout the phases of deployment or mobilization

- Effectively, efficiently, and as close to the home as possible, ensuring they are informed, and self-sufficient, thus enabling them to sustain the rigors associated with deployment or mobilization

How Yellow Ribbon Helps:

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- Referrals to counseling services such as Financial Counseling and Child & Youth Counseling services
- Veterans Affairs (VA) Benefits and VA enrollment
- Substance Abuse Awareness and Counterdrug Programs
- Safety Awareness
- Domestic Violence and Sexual Assault Awareness
- Emotional, Psychological and Behavioral Services
- Marriage and Singles enrichment
- Employment Issues

In Transition:

A free, voluntary program with coaches who provide psychological healthcare support to Service members, Veterans, and their healthcare providers during the transition from military to civilian status.

- DOD developed—addresses Mental Health Task Force recommendation for care during transition.
- Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury manages the program and its support

In Transition offers:

- Each member has a one-on-one Transitional Support Coach, available by phone, who is a master's-level, licensed behavioral health clinician
- Support for members' mental health and wellness through the use of motivational interviewing, readiness, and action planning to identify and address challenges
- Information for members about their mental healthcare and how to successfully change providers at the time of transfer or discharge
- Assistance with referrals to and follow-up with new providers to ensure effective continuity of care for members
- Information about local community resources, support groups, healthy lifestyle options, benefit enrollment and other health resources

Question. Active Guard Reserve (AGR) fulltime manning supports administrative, training, supply/maintenance, medical, and recruiting functions necessary for the Hawaii National Guard to achieve established unit readiness and deployment standards. The inability to meet established readiness standards results in a failure to meet mobilization and deployment requirements. The National Guard Bureau is reducing the Hawaii Army Guard AGR fulltime manning even while the Hawaii Army Guard continues to grow in force structure, and there could be implications for the Guard's ability to meet readiness standards to support the Active Component, as well as to support State Civil Defense needs. The Hawaii Army Guard's AGR workforce shrunk from 280 to 276 between fiscal year 2014 and 2015, while the total force structure grew from 2,925 to 3,172 during that same time. I am concerned that the National Guard Bureau is not meeting the Hawaii Army Guard's Active Guard Reserve fulltime manning requirements to support the increasing force structure in the state. I would strongly urge you to fully support the Hawaii National Guard's AGR manning requirement given its growing force structure. In a geographically isolated State like Hawaii where we cannot just reach over the border to get additional support, we need our Guard to be at the highest readiness level and these AGR are critical to that.

Why is NGB considering further reductions in AGR fulltime manning while our force structure is increasing given the damage it could do to readiness?

Answer. The Department of Army's fiscal year 2015 budget submission provided the resources necessary to achieve established unit readiness and deployment standards, although at increased levels of risk for some units relative to the planned funding levels in the fiscal year 2014 budget. Sequestration-level cuts resulted in the programmed reduction of Army National Guard forces from 350.2K to a total force of 315K. Based upon the programmed reduction of ARNG end strength, the fiscal year 2015 budget submission reduced the ARNG AGR authorization level by 675 with an additional reduction of 2,252 AGR and over 2,800 technician authorizations through fiscal year 2019.

In order to reduce turbulence associated with Full-Time Support (FTS) reductions across the country, a "no-growth constraint" methodology was applied to the distribution of fiscal year 2015 authorizations. No State or territory was allowed to in-

crease AGR end strength, regardless of force structure gains, in order to ensure the ARNG would not exceed the NDAA ceiling of 31,385 AGRs by the end of fiscal year 2015. Without the implementation of the “no-growth constraint”, States with the largest percentages of loss would not have been able to meet their respective end strength limitation within the fiscal year, thereby causing the ARNG to exceed the end strength ceiling set forth in the NDAA.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL STANLEY E. CLARKE III AND
GENERAL FRANK J. GRASS

QUESTION SUBMITTED BY SENATOR ROY BLUNT

Question. LTG Clarke stated during the hearing that Rosecrans Air National Guard Base (ANGB) would receive two new C-130 simulators. However, I was under the assumption that the simulator would be a full-motion simulator, which would meet the needs of Rosecrans ANGB. A full-motion simulator would enable Rosecrans to more effectively meet their training mission requirements and the requirements of the partner nations who train at Rosecrans, at a fraction of the cost of flying actual C-130 aircraft. While the Multi-Mission Crew Trainer (MMCT) scheduled to arrive at Rosecrans by the end of calendar year 2015, with another following in early 2016, is a good first step in providing simulator capability, the MMCT still falls short of meeting the comprehensive needs of Rosecrans ANGB. When is it likely a full-motion simulator will arrive at Rosecrans ANGB and does the provision of these two MMCTs delay the arrival of a full-motion simulator? What is the installation priority of fielding for full-motion simulators in the Air National Guard?

Answer. We currently do not have a projected date for arrival of a full motion simulator at Rosecrans Air National Guard Base. Air Mobility Command is the lead command for fielding the C-130 Weapons System Trainers (full motion simulator). The C-130H Weapons System Trainers locations are based on the needs of Formal Training Units (schoolhouse units with the initial aircrew training mission) and to those locations situated to serve multiple units (RegAf, AFRC and ANG) cost-effectively. Existing facilities, infrastructure, and access are additional considerations.

The Multi Mission Crew Trainer (MMCT) is an initiative funded through the National Guard and Reserve Equipment Account to provide crews with a platform to practice some, not all, procedures needed for aircrew training. As you noted, it is not a full motion simulator and was not intended to replace the need for that capability. The two MMCTs at Rosecrans will not impact the decision or delay the arrival of a full motion simulator.

QUESTIONS SUBMITTED BY SENATOR BRIAN SCHATZ

Question. In my view, the National Guard State Partnership Program is key to putting the Asia-Pacific rebalance into practice. Vice Admiral Frank Craig Pandolfe, Director of Strategic Plans and Policy for the Joint Staff, noted that “the vision for the State Partnership Program in the Asia Pacific is to reassure our allies through increased presence at nominal cost...helping build our partners’ capabilities and capacity to respond to natural and man-made disasters and to strengthen collaboration on regional security interests.” In the face of emerging threats in the region and budget constraints that demand that the U.S. military be able to do more with less, the State Partnership Program makes sense.

In your judgment, what capabilities can the National Guard help our partners and allies in the Asia-Pacific region develop to support our shared regional security goals?

Answer. Our capabilities cut across the entire military spectrum. Additionally, the National Guard offers a whole-of-government capability. Merging our T10 mission-ready war-fighting skills along with our State response skill sets, the National Guard can assist our partners and allies in the Asia-Pacific region as they face emerging regional threats and disaster preparedness and response. Specifically, our expertise in civil support combined with humanitarian assistance and disaster relief is a core capability readily found in every State’s National Guard.

In the face of emerging threats and the clear understanding that interoperable partners have a greater capacity to share in regional security goals, we need to pinpoint the areas where the National Guard can assist in meeting the CCMD’s desired end states. With an expansion in authority, the National Guard could participate in Foreign Military Finance. This would offer immediate, tactical expertise as well as long-term assessment given our sustained presence.

The Asia-Pacific region could directly benefit by expanding authorities for the National Guard to be more effective in the whole-of-government process overseas. If we broaden the scope of partnering, we can expand the number of countries where we can engage. The concept of a traditional SPP does not fit many larger countries, particularly near-peers. An expanded scope of partnering could establish mil-to-mil and mil-to-civ events, primarily within the National Guard core competencies, aimed at assisting the CCMDs emerging theater security cooperation requirements.

Question. What challenges do the Army and Air Guard face with investing more in the State Partnership Program and growing the capacity to support engagements in the Asia Pacific?

Answer. The Army and Air National Guard face challenges trying to balance the needs of a trained and ready force with worldwide security cooperation demands.

The funding process relies on the Army and Air Force to potentially decrease force readiness in order to maintain or increase security cooperation funding. The SPP budget has been substantially reduced in past fiscal years and faces continued pressure from both services in future years.

Centralized funding directly from OSD will establish a direct priorities and effects relationship. Focused solely on security cooperation, the priorities would focus on theater security objectives established by the GCC rather than an emphasis on training. Centralized funding would be budgeted for current partnerships plus planned growth.

Question. There has been a general decline in funding for the State Partnership Program. In fiscal year 2014 the program received \$18.78 million. In fiscal year 2015 it received \$9.138 million. I was glad to see that funding increased this year to \$12.9 million. One of the challenges that I have seen is uneven investment from the military services. The general trend has been a decrease in the overall Army funding of the State Partnership Program. The Air Force funding has remained consistent at \$3.7 million. I wonder if you might both speak to those funding trends.

Answer. Security Cooperation is all about relationships, and the most important result of a mature relationship is trust. Inconsistent funding and activities lead to unkept promises which ultimately undermine trust, particularly in countries where the cultural "memory" is longer than ours. Funding should be consistent and sustainable to ensure a robust calendar of engagements and activities each year that foster and preserve the relationship.

Understandably, security cooperation funding does not compete well against training activities. The funding process relies on the Army and Air Force to potentially decrease force readiness in order to maintain or increase security cooperation funding. The SPP budget has been substantially reduced in past fiscal years and faces continued pressure from both services in future years.

To ensure stability and establish a consistent and sustainable budget, the SPP budget needs to be centrally funded through OSD, not the Services. While the Services might plus-up SPP, OSD needs to provide the baseline budget through the Program Objective Memorandum process. It should also account for overhead and administrative costs, essentially the total cost of the program plus planned partnership growth. Security cooperation activities should not center on training like the Services, but should focus on regional security stability and the security cooperation effects that need to be achieved.

With the proper programming and funding, we could allocate and assign appropriate manpower to meet CCMD objectives and requirements. This would include a Bilateral Affairs Officer assigned to each Partnership overseas, a State Partnership Coordinator for each partnership in the State, and the administration personnel at the National Guard Bureau, the Joint Staff, and Office of the Secretary of Defense.

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QUESTIONS SUBMITTED TO MAJOR GENERAL TIMOTHY J. KADAVY

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

AVIATION RESTRUCTURE INITIATIVE—GUARD AND RESERVE AS AN OPERATIONAL FORCE

Question. Earlier this week, the GAO released its analysis of the Army's Aviation Restructure Initiative, as well as the Guard counterproposal. Importantly, it found that either plan allowed the Army to accomplish its mission. But there was a continued disagreement over cost. The Army insists that the Guard proposal would require the purchase of 104 Apaches, at a total cost of \$3.96 billion, and points to that cost as the primary reason for the ARI. But the Guard says those 104 Apaches aren't needed. Unfortunately, the GAO analysis documented the disagreement but did not solve it.

Perhaps the Army Commission can solve the dispute over 104 Apaches. In the meantime, can you explain the Guard's position that these 104 Apaches are not needed? In addition, I understand that the Army ARI proposal does not account for expenses that the Guard will incur, like having to retrain its old Apache pilots on Blackhawks. Could you provide the Subcommittee with some sense of these costs?

Answer. The Army Aviation Restructure Initiative plan establishes a constrained operational Apache force while it builds a large "spares" (or float) account. The Aviation Restructure Initiative allocates 480 Apaches for 20 manned, deployable Attack Reconnaissance Battalions and 80 Apaches to the training base, which leaves 164 Apaches for spares, depot maintenance, and the AH-64E Boeing remanufacture line. On the other hand the National Guard proposal limits the size of the spares account to provide greater operational Apache capacity. The National Guard plan allocates 552 Apaches for 24 manned, deployable Attack Reconnaissance Battalions and 80 Apaches to the training base, which leaves 92 Apaches for spares, depot, and the remanufacture line. The Army projects the Apache fleet will be 724 aircraft in fiscal year 2019 and has programmed a fleet of 690 AH-64Es in fiscal year 2025. The Guard plan would program a fleet of 701 AH-64Es in fiscal year 2025, requiring the conversions of 11 more AH-64Es for about \$220 million. The Army insists that the Active Component must have 20 Attack Reconnaissance Battalions (not 18 as proposed in the National Guard plan) and must retain a large spares account in excess of 130 Apaches. This would require the Army to procure up to 104 additional Apaches.

The Aviation Restructure Initiative plan does provide funding for Black Hawk requalification training of Army National Guard pilots and mechanics—except for fiscal year 2015. The Aviation Restructure Initiative plan does not fund the \$2.6 million Guard requirement in fiscal year 2015 for school course costs, pay and allowances, and flying hour operational tempo. We are trying to work through fiscal year 2015 options with Army Headquarters, but at this point in the fiscal year it is unlikely that we will be able to meet the requirement. Likewise, the Aviation Restructure Initiative plan covers most of the transportation costs to move aircraft and equipment to and from the National Guard, but Guard pay and allowance costs (approximately \$1 million) directly related to the inspection and movement of the aircraft and equipment are not covered by the ARI plan and must be diverted from other Army Guard tasks.

Question. The President's fiscal year 2016 budget requests that the Army Guard be reduced by 8,200 soldiers. Such a reduction would likely require that one or more ground units in the Army National Guard be disassembled. In the past, Mississippi's 155th Armored Brigade Combat Team is one of the brigades that was identified for possible elimination. This unit was recently deployed, and is counted as one of the more modernized brigades in the National Guard—having fielded the M1A2 SEP Abrams Main Battle Tank, the M2A3 Bradley Fighting Vehicle, and the most up to date digital communications equipment. Its proximity to the Army Guard mobilization station, Camp Shelby, also allows the 155th to quickly mobilize and deploy when needed.

Given the highly modernized nature of the 155th ABCT and its close proximity to Camp Shelby, what specific characteristics about this unit lead the Army National Guard to consider eliminating it?

Answer. No decision has been made to inactivate the 155th Armored Brigade Combat Team at this time. The National Guard Bureau was directed by the Army to plan for reduction of the Army National Guard force structure and end strength to 335,000 by fiscal year 2017, and 315,000 by fiscal year 2019.

Question. Are there other units with legacy or less modern equipment not being considered for elimination?

Answer. The preliminary plan to inactivate units across the Army National Guard including brigade and Brigade Combat Team structure is based on analysis of multiple readiness factors over a 5 year period. While the 155th Armor Brigade Combat Team is one of two Armor Brigades in the Army National Guard with the most modern equipment, the unit scores low in the aggregate of readiness reporting over time.

Question. If yes, What is the rationale for eliminating a unit such as the 155th ABCT in which heavy modernization investment has occurred, rather than units that require further investment to achieve the same level of manning, equipping, and training?

Answer. When any unit inactivates, the equipment is redirected to continue modernization throughout the Army National Guard. In the end, the decision on the number and type of Brigade Combat Teams that the Army National Guard inactivates is completely dependent on the scope of sequestration. Under current budget restrictions the Army National Guard will be reduced to 335,000 personnel with two Brigade Combat Teams inactivating. Full sequestration, by fiscal year 2019, would cause the Army National Guard to further reduce to 315,000 personnel which may require the inactivation of two additional Brigade Combat Teams.

QUESTION SUBMITTED BY SENATOR PATRICK J. LEAHY

Question. While I support maintaining the attack aviation mission in the National Guard because it is clear the Nation needs a reserve in case our planning assumptions about the shortness of the next war are wrong, as they often are, the reality is that the National Guard does have a dual mission and also provides a first response capability to governor's in times of need. What does an attack aviation unit provide to the governor to meet his needs?

Answer. The National Guard is very proud of its unique dual mission as an operational combat force and first military responder at home. Like all Army Guard units, such as artillery and tank battalions, Attack Reconnaissance Battalions do offer more than just 400 Soldiers capable of providing mission command and control capability, a chain of command, and operational and maintenance facilities to provide disaster response or security and protection. The Attack Reconnaissance Battalion dual-use equipment includes approximately 140 trucks and trailers, more than 100 radios, 21 generators, chemical and radiation monitoring equipment, individual and crew weapons, limited medical capabilities, limited feeding capabilities, and refueling systems. The governors rely on these Guardsmen and this equipment to support State response requirements and our citizens. More importantly, retention of the Attack Reconnaissance Battalions in the Army National Guard also provide the capability to ensure fully integrated readiness training for ground force commanders and unit leaders-a training requirement for ARNG BCTs.

QUESTIONS SUBMITTED BY SENATOR BRAIN SCHATZ

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QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JEFFREY W. TALLEY

QUESTION SUBMITTED BY SENATOR PATRICK J. LEAHY

Question. This year the U.S. Army Reserve created a cyber public private partnership initiative with universities and employers. What is the value of such partnerships and what is your vision for what role the Reserve Components, particularly the Army Reserve, can play in the cyber domain?

Answer. The Army Reserve Cyber Public Private Partnership (Cyber P3) was created to enhance USAR Cyber Individual, Leader and Unit Readiness through academic cyber networks, employment networks, community outreach, collective cyber training and education research and strategic communications. The value of Cyber P3 is leveraging academic partnerships to build cyber development programs for our Soldiers and units. These partnerships are designed to enhance cyber Soldier skills by identifying equivalent cyber training and education requirements in standing and developing cyber curriculum that meet joint and Army training standards. These efforts serve USAR Soldiers in their military and civilian careers and are mutually beneficial and recognized.

Employment networks for the Cyber P3 effort are providing regional, national and local employment opportunities for USAR cyber skilled Soldiers at the entry, novice, journeyman and master level with an expanding number of industry partners. The USAR and our Industry partners have the same critical requirements for personnel with advanced cyber skills and hiring USAR cyber Soldiers provide well qualified employers with the added benefit of leadership skills, military experience and in many cases security clearances.

Overall, the USAR Cyber P3 value is its innovative, effective way to integrate public and private partnerships to recruit, train, educate, develop and retain critical cyber skills at the Soldier, leader and unit through partner collaboration, information sharing and training together to enable and support the USAR and Army operational cyber force.

The Army Reserve is fully engaged in the cyber domain. The USAR is heavily engaged in developing 10 Cyber Protection Teams under the Army Reserve Cyber Operations Group (ARCOG) at locations around the United States in support of DOD and Army cyber mission requirements. Today, the ARCOG has 396 Soldiers assigned (with the intent to grow total strength to 469) and supports an annual rotational force of approximately 22 Soldiers to perform cyber defensive operations for United States Army Central (USARCENT) out of Camp Arifjan, Kuwait. It has fulfilled this mission continuously since 2007. The ARCOG also trains and participates in a number of cyber exercises, to include: USCYBERCOM Cyber Guard and Cyber Flag, USAR Cyber Endeavour and Cyber X-Games, and ARNG Cyber Shield.

The USAR will continue to grow and evolve the cyber force through structure, training, equipment and partnerships across the DOD and civilian workplace. Ultimately, the Army Reserve will leverage cyber skills and resources gained in from the civilian sector to build the world's most formidable cyber force.

QUESTIONS SUBMITTED BY SENATOR BARBARA A. MIKULSKI

FORCE STRUCTURE OF THE ARMY

Question. General Grass, Major General Kadavy, Lieutenant General Clarke, Lieutenant General Jackson, and Lieutenant General Talley: I have supported plans for a comprehensive review of the Army's force structure to determine how important capabilities can be maintained in these tough budget times. What are the factors that you have considered in determining the appropriate size of the total force and the mix of active duty and reserve forces? What is the cost difference between the active duty and reserve forces?

What are the factors that you have considered in determining the appropriate size of the total force and the mix of active duty and reserve forces?

Answer. Total Army Analysis (TAA) is the recognized Army process that links strategy to force structure and serves as the bridge between OSD/JS guidance and the Army's planning and program building processes, balancing the Army's force structure requirements against available and planned resources. TAA is a collaborative process involving all components of the Army, the Active (Compo 1), the Army Reserve (USAR) and the Army National Guard (ARNG) to help shape the future composition of the Army. This interaction is representative of the incorporation of the Army's Total Force Policy (ATFP) when allocating force structure across the Army. Our strategic plan focuses on the Army Total Force Policy and is informed by lessons learned during the last 13 years of war. We considered Combatant Com-

mander warplan requirements, operational commitments, future requirements, costs, and necessary readiness levels. The result is a plan that recognizes the unique attributes, responsibilities, and complementary nature of our force structure to the joint fight. Previous programming decisions eliminated or shifted significant portions of Active Component (AC) sustainment structure into the U.S. Army Reserve (USAR). The USAR is resourced heavily with Maneuver Support and Sustainment Support capabilities complimentary to the Total Army's mission requirements. Recent AC/Reserve Component (RC) force mix studies concluded that cost and capability of force output are the two most significant considerations impacting force mix. Formations that are complex and high cost are more heavily sourced in the AC, while less complex and lower cost formations are more often resourced in the RC.

Question. What is the cost difference between the active duty and reserve forces?

Answer. The Army has struggled with the question on cost differences between active duty and reserve forces. There have been multiple studies on this issue with varying results depending on the perspective of the questioner. First, it must be recognized that there are certain activities that the AC performs which benefit the RC, but the costs are not applied to the RC. For example; the AC conducts Research, Development, Test, and Evaluation (RDTE) activities for the Army regardless of component. For the most part, the AC procures equipment for the Army regardless of component. Furthermore, the RCs benefit from the use of AC installations, ranges and facilities.

Perspective 1: Comparing the cost difference between two like units, one in the AC the other in the Army Reserve. The obvious difference is Soldier pay (Base, Basic Allowance for Housing and Basic Allowance for Subsistence). An Active Component Soldier is paid for 365 days a year, whereas the average Army Reserve Drill-Soldier is paid for approximately 52 days (AT, IDT and ADOS-RC). However, there are other differences which must be considered. For example, AC Soldiers require barracks and military housing; AC units conduct much more training than RC units, thereby using more fuel/POL products, ammunition, spare parts, second destination transportation and OPTEMPO funding; AC Soldiers, being on duty 24/7/365, consume more food, travel, medical, religious, and morale support activities; and many Professional Development Education (PDE) courses have been compressed or converted to distance education for RC Soldiers.

Perspective 2: Comparing the Boots On Ground (BOG) cost of an AC capability to an RC capability. DODI 1235.12, Accessing the Reserve Components, limits RC mobilizations to 12 months, which only affords RC BOG time of approximately 9 months on average. AC units operate on a 12 month BOG schedule. Furthermore, the goal of BOG-to-dwell ratio of RC units is "1 to 4" (1 year mobilized to 4 years at home station). The AC works on a BOG-to-dwell ratio of 1 to 2 (1 year mobilized to 2 years at home station). For AC units to provide consistent Boots On Ground capability over a prolonged period, three units of that capability would be required. Over a prolonged period of time, it would require six RC units of that capability due to 9 months of actual BOG time. In this type of comparison the cost difference between the active duty and reserve forces is reduced.

There are virtues and variables to each perspective; however I submit to you, the cost difference between the AC and RC is only one of the considerations for determining the optimal mix of Active Component and Reserve Component forces. Within the Army's constrained resources, there is no one answer that fits all capabilities. We use a codified process to determine the appropriate force size and mix in order to meet National Defense Strategy goals and timelines.

QUESTIONS SUBMITTED TO VICE ADMIRAL ROBIN R. BRAUN

QUESTION SUBMITTED BY SENATOR SUSAN M. COLLINS

Question. VADM Braun, last year personnel reductions of 11 percent created risk in reserve mission capacity and capability. This is especially true of surge or emergency relief missions. Can you provide information about how additional cuts to personnel end strength will affect your ability to execute such missions in the future?

Answer. The Navy has increasingly emphasized Active-Reserve Integration over the last decade to enhance warfighting capability. As a result of these purposeful design efforts, the Navy's Active and Reserve Components have become inexorably linked and the impact of any potential future Reserve Component personnel cuts would have to be evaluated holistically within the context of the operational and fiscal environments facing the Total Force at that time. Although it is true we experienced another end strength adjustment last year, the Navy Reserve was able to

meet all assigned surge and emergency relief missions. In general, it is fair to say that Reserve Component personnel cuts directly erode the overall capacity and support of the Total Force.

QUESTIONS SUBMITTED BY SENATOR BRIAN SCHATZ

Question. The Navy Reserves is responsible for the Navy's worldwide intra-theater medium lift, supporting rapid response logistics of cargo and people across the world. The unit that supports that mission in the Pacific is Fleet Logistics Support Squadron FIVE ONE—VR-51, more commonly known as the "Windjammers." And they are truly logisticians. They are not transporting CODELS around the pacific. In fiscal year 2015, VR-51 averaged less than 3 percent of their flights as VIP missions. They are hauling cargo for the Navy's theatre missions. Unfortunately, this unit has been operating aging C-20G aircraft that have been flown extensively the past decade. The C-20G average 23 years old and has surpassed its service life of 20,000 flight hours. At some point, this unit will need recapitalization to ensure that they can continue to effectively execute their mission in the Pacific, particularly as we continue to rebalance to this part of the world.

Can you please discuss the importance of the role of VR-51 to the Navy's airlift capabilities in the Pacific?

Answer. VR-51 is a Navy Unique Fleet Essential Airlift (NUFEA) squadron based at Marine Corps Air station (MCAS) Kaneohe Bay, HI. The squadron operates C-20Gs, a cargo-modified derivative of the Gulfstream G-IV aircraft—it is not configured for VIP requirements. U.S. Code Title 10 specifically authorizes NUFEEA assets, which are used to provide organic air transportation that is essential to Navy's unique operational peacetime and wartime requirements. NUFEEA aircraft primarily support the logistics requirements of the fleet with flexible, short-notice airlift of personnel and cargo. NUFEEA assets fulfill an important and high demand operational role by providing intratheater lift to Navy airheads for interface with Carrier Onboard Delivery and Vertical Onboard Delivery and combat logistics force ships. Due to the expeditionary nature of Navy operations and the unpredictable schedules of deployed units, effective air logistics support often requires the posture and flexibility to respond to short notice tasking in isolated areas not serviced by Air Mobility Command (AMC) channel, AMC Special Assignments Airlift Mission (SAAM) or commercial flights.

VR-51 is the only NUFEEA squadron homeported in the Pacific Area of Responsibility (AOR), enabling the Pacific Fleet to respond to unpredictable, high priority, short-notice logistics demands thereby enabling Combatant Commanders to counter emerging threats.

Question. In its fiscal year 2016 unfunded priority list, the Navy requested two C-40A aircraft to support the Navy's "minimum wartime requirement" for unique airlift.

Could you discuss the benefits of the C-40A, and would those C-40A aircraft be allocated to VR-51 to replace its aging fleet?

Answer. The C-40A is the designated replacement for legacy cargo/passenger C-9B and C-20G Navy-Unique Fleet Essential Aircraft (NUFEA). The C-40A is not configured for VIP requirements; rather it is a cargo/passenger variant of the Boeing 737. This aircraft offers increased range, payload, reliability, cost effectiveness and the unique capability of carrying hazardous cargo and passengers simultaneously. The Navy retired the last C-9B from the inventory on June 30, 2014. Two legacy C-20G aircraft are operated by VR-51 at MCAS Kaneohe, Hawaii. The two C-40A aircraft on the CNO's Unfunded Priority List (UPL) would replace the C-20G aircraft, which are currently 23 years old and operating on a Maintenance Life Extension.

The capability provided by a NUFEEA C-40A was exemplified during a recent PACOM mission. The C-40A was tasked with transporting ammunition and explosives for a forward deployed Naval Special Warfare Unit. During this first mission, the C-40A was additionally tasked to evacuate U.S. Navy personnel ahead of a super-typhoon from the Philippines to Kadena Air Base, Japan. Immediately after completing the first mission, the C-40A crew began the second mission. The time from receiving the original mission tasking to completion of the second mission was less than 24 hours.

Navy C-40As continue to be the responsive, flexible, cost-effective air transport capability needed to meet dynamic fleet operational schedules and critical war fighter requirements.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JAMES JACKSON

QUESTION SUBMITTED BY SENATOR BARBARA A. MIKULSKI

FORCE STRUCTURE OF THE ARMY

Question. General Grass, Major General Kadavy, Lieutenant General Clarke, Lieutenant General Jackson, and Lieutenant General Talley: I have supported plans for a comprehensive review of the Army's force structure to determine how important capabilities can be maintained in these tough budget times. What are the factors that you have considered in determining the appropriate size of the total force and the mix of active duty and reserve forces? What is the cost difference between the active duty and reserve forces?

Answer. In January 2013, the Secretary of the Air Force and Chief of Staff of the Air Force established the Total Force Task Force (TF2) to conduct a comprehensive review of the Total Force to balance the strengths of each component and develop strategic options on the appropriate Total Force capabilities mix to meet current and future Air Force requirements. This effort transitioned to the Total Force Continuum (TFC) in October 2013, to continue the TF2 efforts and refine the analytic tools used to analyze each mission area. The TFC office is conducting "Balance" analyses across the Air Force. Each analysis is used to identify options that optimize the mix between Active Component and Reserve Component (AC/RC) forces within a particular Air Force mission set or platform. To identify, analyze, and recommend these AC/RC mix options, the TFC office designed the High Velocity Analysis (HVA) model which builds on the Directorate for Studies, Analyses and Assessments (AF/A9) Decision Support Tool (DST) and Deputy Chief of Staff for Manpower, Personnel, and Service (AF/A1) Personnel Readiness Review (PRR) results.

The HVAs accomplished to date demonstrate that, relative to the OSD's approved Integrated Security Construct (ISC) planning requirements, the Air Force is already taking substantial risk in almost all of the analyzed mission areas due to insufficient capacity in the total force. To reduce risk without stressing the force beyond the SECDEF-approved deploy-to-dwell (1:2 for AC forces) and mobilization-to-dwell (1:5 for RC forces) ratios, the Air Force must either grow per Congressional authorization to increase the supply of manpower/aircraft available to meet the demand, or reduce the demand placed on the force by the OSD-directed ISC requirements. Growth in the Air Force Reserve provides an immediate, effective, and affordable option to reduce risk and meet near-term demand.

The HVA model combines quantitative and qualitative analyses to derive force mix options of varying organizational efficiency. By evaluating the ability of total force capacity and capability to meet demand during surge and rotational operations, the HVA provides various AC/RC mix options and associated cost comparisons.

Additionally, the Air Force Reserve utilizes a High Confidence Model (HCM) to measure mission area execution effectiveness and prioritize mission areas where Air Force Reserve forces have the greatest comparative advantage over AC forces in cost and competency. Thus, the HCM specifies the mission areas where Air Force Reserve forces add the most value to the total force.

The cost advantages found in the Air Force Reserve can be attributed to the fact that over 75 percent of Air Force Reserve Citizen Airmen serve part-time, making the Air Force Reserve an exceedingly cost-efficient force. This is especially true when factoring in the intrinsic value derived from the dual-experience gained from a civilian and military career. Traditional Reserve officers cost about 23 percent of AC officers annually and Traditional Reserve enlisted Airmen cost about 30 percent of AC enlisted Airmen annually.

Comparative annual cost of Airmen:

	Active Component	Traditional Reservist	Air Reserve Technician	Active Guard and Reserve
Officer	\$160K	\$36K	\$153K	\$201K
Enlisted	\$76K	\$23K	\$76K	\$107K

Recently, the Air Force developed and employed the Individual Cost Assessment Model (ICAM) that provides high-fidelity estimates of individual Active Duty, Air National Guard, and Air Force Reserve Airmen pay, benefits, and compensation costs. ICAM models Airmen through their careers from accession to end-of-life and calculates the annual and burdened life-cycle manpower cost. ICAM analysis shows that an Air Force Reserve Traditional Reservist costs approximately 42 percent for

officers and 40 percent for enlisted compared to their Active Duty counterparts on average over the entire life cycle of the Airmen. This comparison includes pay and benefits over both the career and retirement. Applying ICAM estimates at the unit level, analysis shows that the home station operations and maintenance manpower costs for a 24-ship Air Force Reserve F-35 squadron (\$23.5 million) are approximately 59 percent the cost of an equivalently manned AC squadron (\$40.1 million). This is attributed to the significantly lower costs associated with the part-time traditional reserve workforce.

Today 92 percent of Air Force Reserve manpower is available for deployable operational support. This leaves only 8 percent dedicated to foundational requirements such as training, test, and BOS. In raw numbers this equates to having 65,000 of the 70,000 Reservists available to deploy today. Considering the Air Force Reserve annual budget is approximately \$4.3 billion, or roughly 4 percent of the total AF budget, Air Force Reserve forces provide a significant comparative cost advantage over AC forces.

SUBCOMMITTEE RECESS

Senator COCHRAN. The subcommittee will reconvene on Wednesday, May 6, at 10:30 a.m., to receive testimony from the Secretary of Defense and the Chairman of the Joint Chiefs of Staff.

Until then, the subcommittee will stand in recess.

[Whereupon, at 10:24 a.m., Wednesday, April 29, the subcommittee was recessed, to reconvene at 10:30 a.m., Wednesday, May 6.]